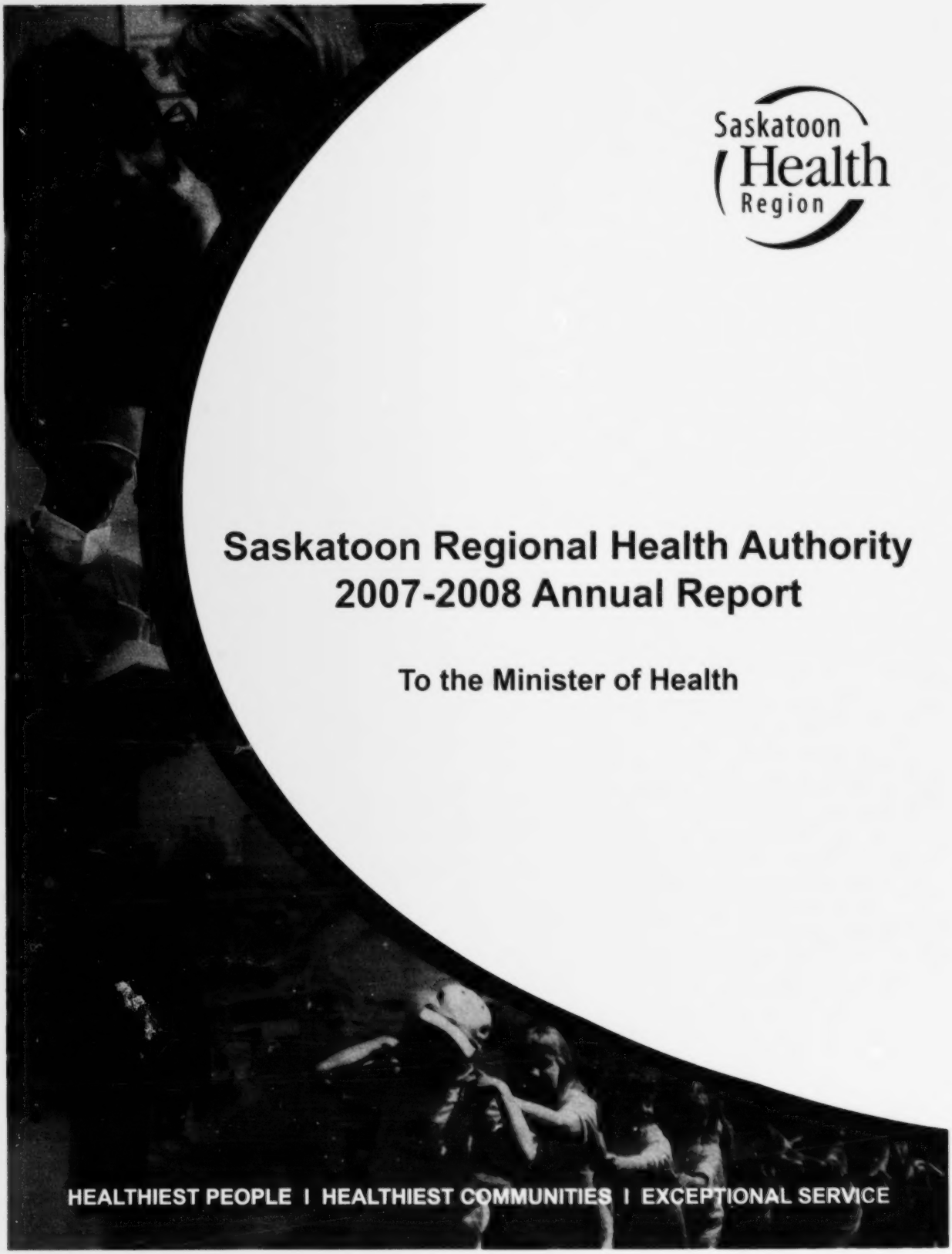

Saskatoon Health Region

Saskatoon Regional Health Authority 2007-2008 Annual Report

To the Minister of Health

HEALTHIEST PEOPLE | HEALTHIEST COMMUNITIES | EXCEPTIONAL SERVICE

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The Saskatoon Health Region web site address is: www.saskatoonhealthregion.ca

LETTER OF TRANSMITTAL

July 29, 2008

The Honourable Don McMorris, Minister of Health
Room 302
Legislative Building
2405 Legislative Drive
Regina, Saskatchewan
CANADA S4S 0B3

Dear Minister McMorris:

The Saskatoon Regional Health Authority is pleased to provide you and the residents of the Health Region with its 2007-2008 annual report. This report provides the audited financial statements and outlines activities and accomplishments of the region for the year ended March 31, 2008.

In accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*, the Saskatoon Regional Health Authority is pleased to submit its 2007-2008 annual report to the Minister.

This report includes the audited financial statements for the year ended March 31, 2008 and also provides information on the performance of the Health Region for that period.

Respectfully submitted,

Darlene Eberle
Chairperson, Saskatoon Regional Health Authority

WHO WE ARE

Vision, Mission, Values and Strategic Directions

Our Vision:	Healthiest people, healthiest communities, exceptional service.	
Our Mission:	We improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships.	
Our Values:	We believe that our daily actions, interactions, and decisions will reflect:	
	Respect	recognizing that all people and their needs are important
	Compassion	caring genuinely for others
	Excellence	pursuing quality in all that we do
	Stewardship	demonstrating trust and integrity in our responsible use of resources
	Collaboration	cultivating and honouring relationships to better serve our communities
Strategic Directions	Transforming the Care and Service Experience	
	Transforming the Work Experience	
	Partnering for Improved Health for Aboriginal People	
	Building a Sustainable Integrated System	
	Fostering Research, Learning, and Innovation	

Saskatoon Health Region (SHR) is committed to achieving our vision through changes that move us forward in the strategic directions set out in the 2007-2010 SHR Strategic Plan (published on http://www.saskatoonhealthregion.ca/about_us/strategic_home.htm). In 2007-2008, we began to design and implement these initiatives and our progress is described in this report.

Our values are reflected in our decisions, behaviours and actions. Our choices as individuals and as an organization make a difference to the efficiency, effectiveness, quality, safety and outcomes of the services provided. A positive attitude and a commitment to working in partnership with others create an environment where people feel safe and welcomed, can learn and grow, and have opportunities to contribute in innovative ways. This directly plays a part in building a more responsive system that puts patients, residents, clients and families at the centre of their care. A healthy workplace and service excellence leads to a fulfilling work experience for staff and physicians and to a positive care experience for patients, residents, clients and families.

Our vision, mission and strategic directions are consistent with the priorities and objectives of Saskatchewan Health which are shown below

Vision Statement	Building a province of healthy people and healthy communities
Goals	1. Improved access to quality health services
	2. Effective health promotion and disease prevention
	3. Retain, recruit and train health providers
	4. A sustainable, efficient, accountable and quality health system

Overview of Health Region Services

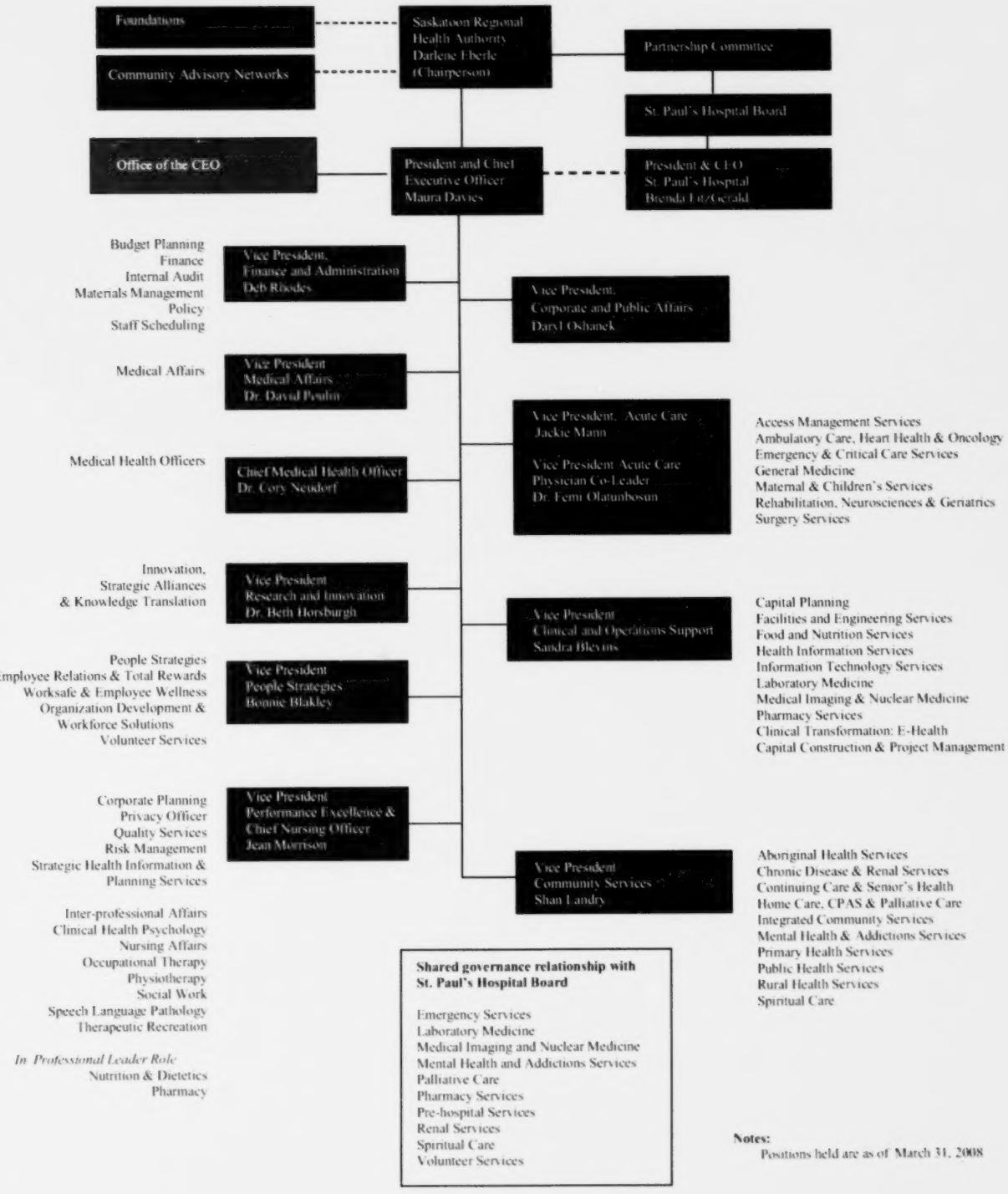
Our Health Region accounts for 5.25% of Saskatchewan's geographic area and approximately 29% of the province's population. It encompasses 71 communities, 33 whole and 14 partial rural municipalities and 6 First Nations reserves (2 of which are urban reserves). More than 12,000 staff and 834 physicians, supported by an estimated 8,000 volunteers, provide comprehensive health services to over 290,000 residents of the Health Region. The Health Region also serves the rest of Saskatchewan, as the provider of provincial and specialized services. In general, over 30% of those who receive day surgery or inpatient hospital services live outside of the Health Region's geographic boundaries. For some specialized services that proportion can be over 40%.

Our Health Region provides a comprehensive range of health services in the areas of ambulance, rehabilitation, community, mental health, long-term care and hospital services. These services are delivered in 10 hospitals, 29 long-term care facilities, 12 primary health care sites, 14 public health sites, a variety of community and business locations and in private residences throughout the Health Region. While many of the facilities are owned and operated by the Health Region, we also work in partnership with affiliate health care organizations. In addition, the Health Region enjoys a fully integrated interdependent partnership with St. Paul's Hospital that is unique to any other that exists in Canada.

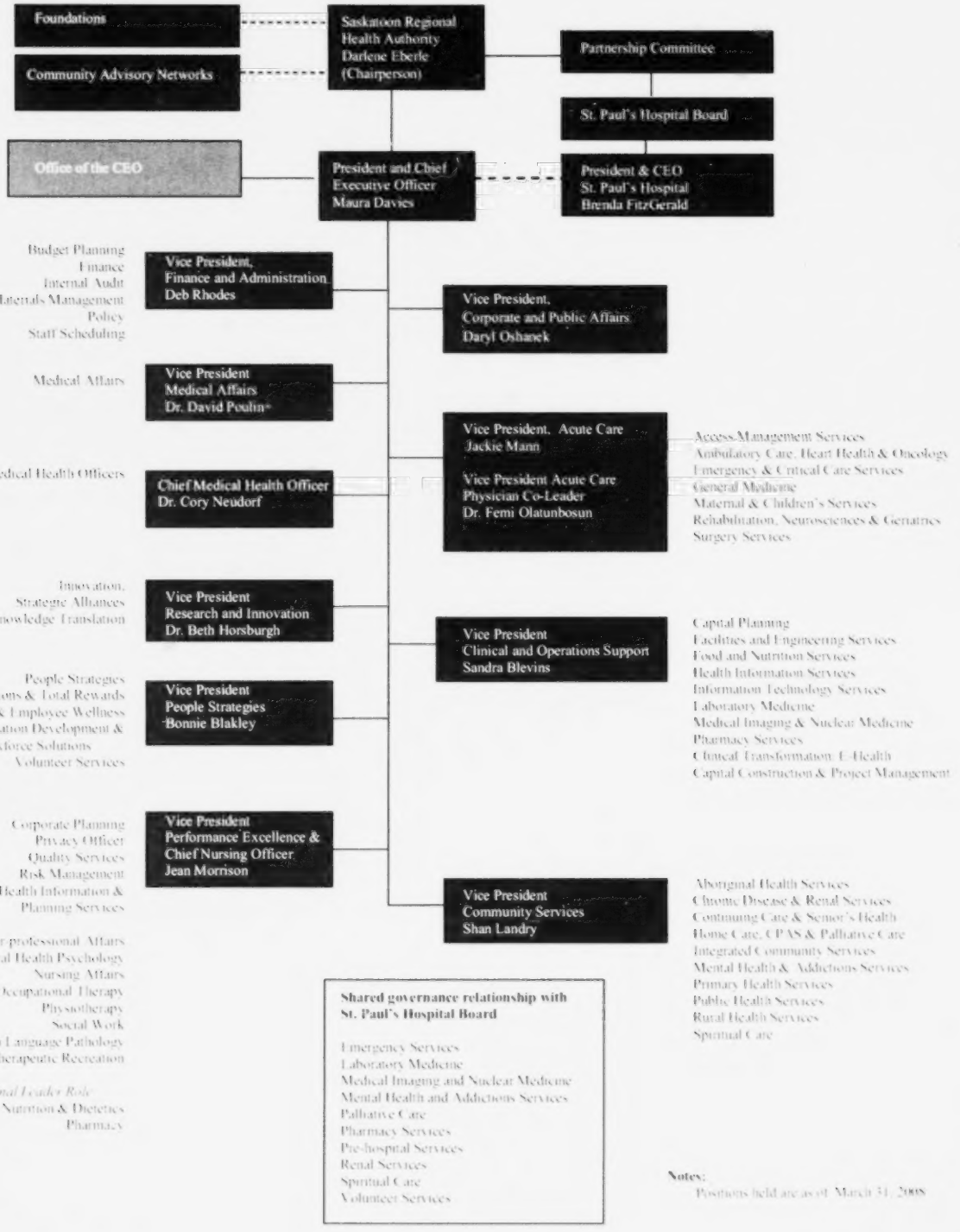
SHR is an academic health care organization with responsibility to facilitate education and research for the benefit of Saskatchewan. This role necessitates a strong interdependent relationship with the University of Saskatchewan, the Saskatchewan Institute of Applied Science and Technology (SIAST), the First Nations University of Canada (FNUC), the Saskatchewan Indian Institute of Technologies, the Dumont Technical Institute and a variety of other regional colleges. On an annual basis, the Health Region provides training opportunities for more than 2,000 health sciences students in addition to students from non-clinical educational programs. Each student may have more than one placement in SHR within a year. Placements vary in length from part of a day to several weeks depending on the education and training to be provided. We estimate that up to 4,000 placements occur in a year.

The facilitation of research and innovation is integral to improving the care and services provided by academic health care organizations. At the end of the 2007-2008 there were 271 research studies in progress within the Health Region.

Governance and Organization Structure



Governance and Organization Structure



Senior Leadership Team

The members of the executive team, as of March 31, 2008, are listed below.

Maura Davies
President & Chief Executive Officer

Brenda FitzGerald
President & Chief Executive Officer, St. Paul's Hospital

Jean Morrison
Vice President, Performance Excellence & Chief Nursing Officer

Dr. Cory Neudorf
Chief Medical Health Officer

Jackie Mann
Vice President, Acute Care

Dr. Femi Olatunbosun
Vice President, Acute Care – Physician Co-leader

Sandra Blevins
Vice President, Clinical & Operations Support

Daryl Oshanek
Vice President, Corporate and Public Affairs

Bonnie Blakley
Vice President, People Strategies

Dr. David Poulin
Vice President, Medical Affairs

Shan Landry
Vice President, Community Services

Deb Rhodes
Vice President, Finance and Administration

Beth Horsburgh
Associate Vice President Research - Health, and University of Saskatchewan

Vice President Research and Innovation
Saskatoon Health Region

Saskatoon Health Region Practitioner Advisory Committee

With the implementation of the new Practitioner Staff Bylaws in April 2007, the Saskatoon Regional Health Authority's Practitioner Advisory Committee (PAC) was established. This Committee acts as an advisor to Dr. David Poulin, the Senior Medical Officer (SMO), with respect to practitioner staff administration, quality care, human resource planning and appointments, re-appointments, termination, suspension, discipline and privileging of members of the practitioner staff. The Committee has representation from various departments and divisions, and from other stakeholders such as the College of Medicine and Saskatoon Regional Medical Association. Effective March 2008, the following were members of the PAC:

Dr. David Poulin, Vice President Medical Affairs
Dr. Susan Shaw, Adult Critical Care
Dr. Dave Campbell, Anesthesiology
Dr. Frank Hohn, Dentistry
Dr. James Stempien, Emergency Medicine
Dr. Roy Chernoff, Family Medicine
Dr. John Krahn, Lab Medicine
Dr. Joel Yelland, Long Term Care
Dr. Sheldon Wiebe, Medical Imaging
Dr. Tom Wilson, Medicine
Dr. Femi Olatunbosun, Obstetrics & Gynaecology
Dr. David Popkin, Oncology
Dr. James (Jim) Underhill, Ophthalmology
Dr. William (Bill) Bingham, Paediatrics
Dr. Raymond Tempier, Psychiatry
Dr. Lila Rudachyk, Physical Medicine & Rehab
Dr. Alan Casson, Surgery
Dr. William Albritton, Dean of Medicine
Dr. Cory Neudorf, Chief Medical Health Officer
Dr. Donald Stefiuk, President, Saskatoon Regional Medical Association
Dr. Daniel Kirchgesner, Vice President, Saskatoon Regional Medical Association
Dr. Elliott Pally, PAIRS representative
Maura Davies, President & CEO
Brenda FitzGerald, President & CEO, St. Paul's Hospital
Jean Morrison, Vice President, Saskatoon Health Region
Deb Rhodes, Vice President, Saskatoon Health Region
Karen Levesque, Director, Medical Affairs, Saskatoon Health Region
Evert Van Olst, Legal Counsel, Saskatoon Health Region

Health Care Organizations and Other Relationships

The Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the Health Region and the province. An affiliate, as defined by ***The Regional Health Services Act***, is an operator (other than the health region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the Act, is an affiliate, or an organization prescribed in regulation, that receives funding from a Regional Health Authority (RHA) to provide health services.

On October 31, 2007 governance of St. Elizabeth's Hospital of Humboldt, an affiliate, transferred to the Saskatoon Regional Health Authority (SRHA) and the official name changed to Humboldt District Hospital. The affiliates and health care organizations that received funding through the Health Region in 2007-2008 are listed in the table below.

Affiliates	*Service provided*
Bethany Pioneer Village Inc.*	Long-term care services
Circle Drive Special Care Home Inc.*	
Duck Lake and District Nursing Home Inc.*	
Jubilee Residences Inc. (Porteous Lodge)*	Long-term care and day program services
Jubilee Residences Inc. (Stensrud Lodge)*	Long-term care services
Lakeview Pioneer Lodge Inc.*	
Luther Care Communities (Lutheran Sunset Home)*	
Mennonite Nursing Home Inc.*	Long-term care, respite and day program services
Oliver Lodge*	
Saskatoon Convalescent Home*	
Sherbrooke Community Society Inc. (Central Haven Special Care Home)*	Long-term care services
Sherbrooke Community Society Inc. (Sherbrooke Community Centre)*	Long-term care, respite and day program services
Spruce Manor Special Care Home Inc.*	
St. Ann's Senior Citizens Village Corporation*	Long-term care services
St. Joseph's Home for the Aged*	
Strasbourg and District Health Centre **	
Sunnyside Adventist Care Centre *	Primary health services
Warman Mennonite Special Care Home Inc.*	Long-term care and respite services

Notes respecting relationship and accountability to the Health Region:

* *Operating agreement outlining contractual obligations; audited financial statements*

** *Funding arrangement for services; audited financial report*

Other contracted organizations assist the SRHA in achieving its goals. Governance for George Bailey Counselling Centre transferred to the SRHA on November 1, 2007. We funded 5 more organizations than last year. The community-based organizations and third parties that received funding through the Health Region in 2007-2008 are listed below.

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Autism Treatment Services of Saskatchewan Inc.	Home and community-based support, counselling and treatment services to autistic children and youth and their families	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Canadian Mental Health Association	Pre-vocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Central Urban Métis Federation (1993) Inc.	Nurse Practitioner (White Buffalo Youth Lodge)	Partnership Agreement of Central Urban Métis Federation Inc., Saskatoon Tribal Council, City of Saskatoon & SHR. Yearly audited statement.
Community Health Services (Saskatoon) Association Ltd.	Primary health services	Partnership agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Cosmopolitan Industrial Ltd.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	No formal agreement; receive annual grant; annual report.
Communities for Children	Primary health services	Letter of Agreement to provide funding.
Crocus Cooperative	Pre-vocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Elmwood Residence Inc.	Residences and programming for intellectually challenged individuals	No formal agreement; receive annual grant; annual report.
Humboldt and District Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Langham Senior Citizens Home	Long-term care services	Contractual agreement; reports, records, and information provided as necessary on the provision of services.
Lanigan and District Ambulance Association	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
M.D. Ambulance Care Ltd.	Pre-hospital ambulance and emergency care, interfacility transfers	Contractual agreement outlining reciprocal obligations; monthly statistics; audited financial statements.
Midway Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	Long-term care services	Contractual agreement; share financial and other information as necessary on the provision of services.
Quill Plains Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Rosthern and District Ambulance	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; monthly performance status reports.

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Saskatoon Council on Aging Inc.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	Grant funding
Saskatoon Crisis Intervention Services, Inc.	Crisis management for adults disabled by mental illness and with problems maintaining connections with other agencies.	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Saskatoon Housing Coalition, Inc.	Operates Supportive Apartment Living Program and provides outreach and Group Home Services for adults disabled by long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Saskatoon Services for Seniors	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	Grant funding
Saskatoon Tribal Council Urban First Nation Services Inc.	Nurse Practitioner (White Buffalo Youth Lodge) Partial funding for Safe House	Partnership Agreement of Central Urban Métis Federation Inc., Saskatoon Tribal Council, City of Saskatoon & SHR. Letter of Agreement Yearly audited statement.
Senior Sisters of Sion Residence	Long-term care services	Grant funding.
Shamrock Ambulance Care Inc.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Strasbourg Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Student Wellness Initiative Toward Community Health (SWITCH)	Primary health services in student managed inter-professional clinic	Service agreement; provide financial and performance information on request.
University of Saskatchewan Student Health Centre	Primary health services	Grant agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Wakaw Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; financial statements; performance status reports provided on request.
Wynyard and District Community Health Clinic Assoc. Ltd.	Primary health services	Annual report and audited financial statements.

The Health Region has an important relationship with the University of Saskatchewan. A master Affiliation Agreement, signed in 2005, is supplemented by a pre-existing agreement concerning joint space planning. However, the Affiliation Agreement envisions the re-development of this subsidiary agreement, and the joint development of subsidiary agreements on such matters as research and intellectual property. Other memorandums of agreement and memorandums of understanding may be signed for specific initiatives, programs and services.

In addition, the Health Region has many informal planning and working relationships with special interest and support groups, community-based organizations and other human services agencies.

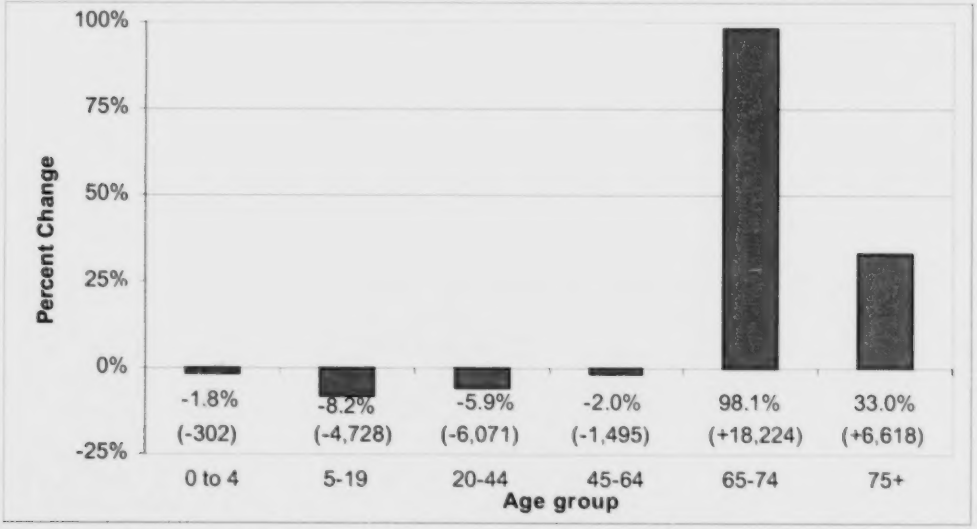
OUR REGION

The following information provides a snapshot of the health status of Health Region residents. While the overall health status of our population is generally good, it continues to be greatly influenced by socio-economic conditions and the growing gap between rich and poor. New data are included where available since the 2006-2007 annual report. Where updates are not yet available, the information was omitted so as not to repeat information provided in earlier reports. The ***2008 SHR Health Status Report*** is currently being compiled and will be available, in early 2009, with updated and more comprehensive information.

The Population of Saskatoon Health Region

Projections forecast that the Health Region's entire population will increase by 4.2% between 2007 and 2027. Our population is expected to continue to age, with an estimated increase of 98.1% in the number of residents aged 65 to 74 years and 33.0% for those 75 years and older. These projections do not fully account for the migration of people to the province due to the recent economic boom in Saskatchewan. A sustained migration into the province could have an impact on the projected numbers, particularly in the age groups below 65 as young adults and families move to the province.

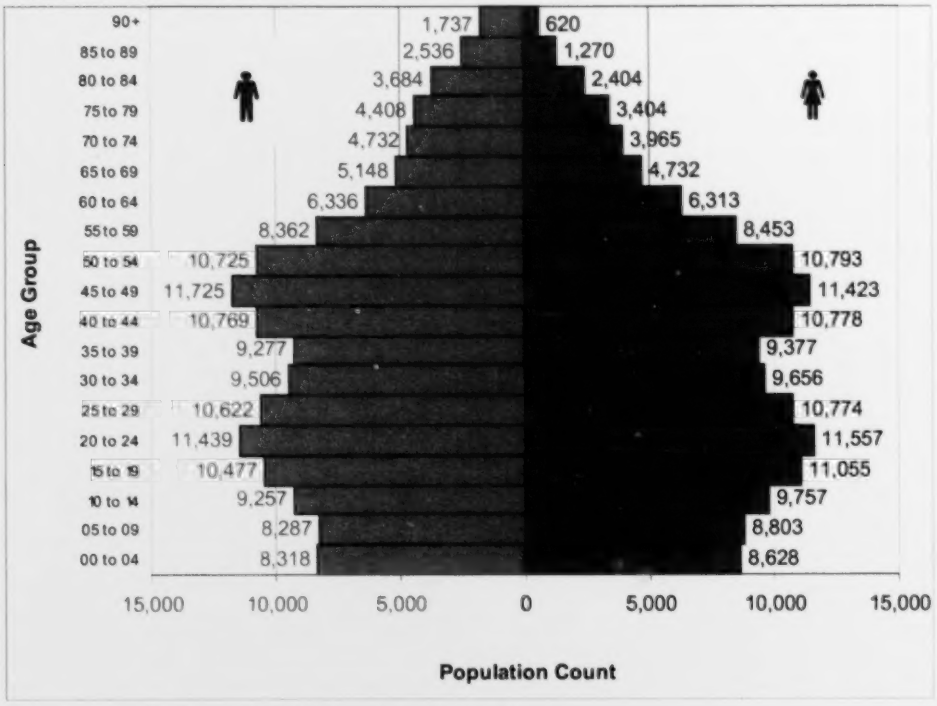
Estimated population change for Saskatoon Health Region by age group, 2007-2027



Data Source: Saskatchewan Health 2007

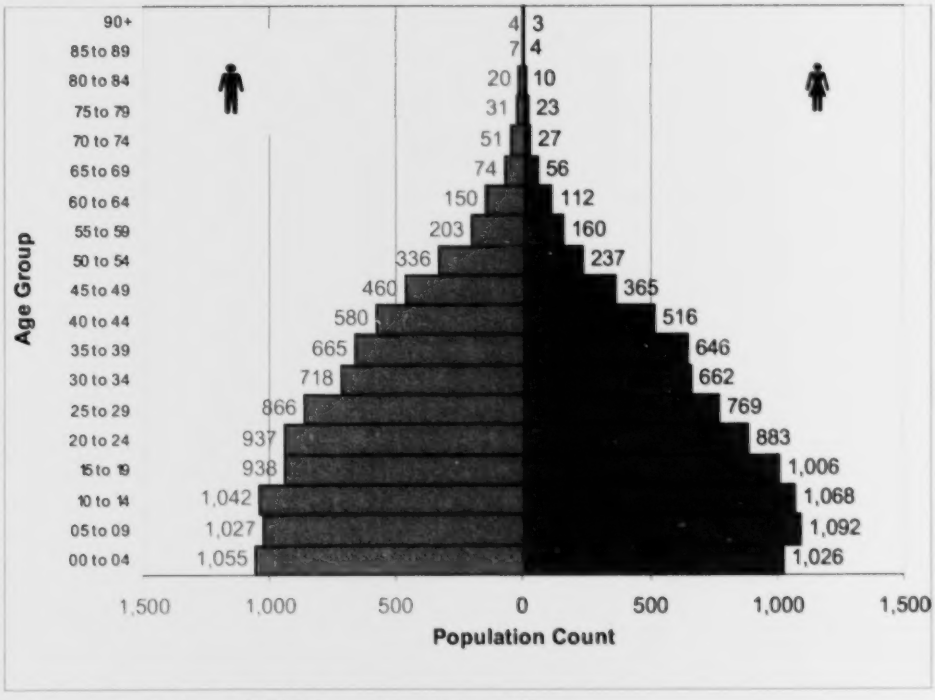
The Health Region population of 291,110 accounts for almost 29% of the provincial population (Saskatchewan Health Covered Population, 2007). More than 73% of the Health Region's population lives in the City of Saskatoon. The population living outside of the City of Saskatoon tends to be older, with 15.3% of the rural population being 65 years of age or older compared to 12.5% in the city.

Population Pyramid, by Age Group and Sex, Saskatoon Health Region, 2007



Data Source: Saskatchewan Health Covered Population, 2007

Population Pyramid, Registered Indian Status (RIS), by Age Group and Sex, Saskatoon Health Region, 2007



Data Source: Saskatchewan Health Covered Population, 2007

Of the 17,829 people identified as having Registered Indian Status (RIS), 81.3% live within the City of Saskatoon and represent 6.8% of the city's population. The Aboriginal population has a very different age structure from the overall population with 46.3% under 20 years of age compared to 24.3% of the non-Aboriginal population. The largest proportion of the Aboriginal population falls in the 5-9 years age range. For the region as a whole, the 20-24 year olds and the 45-49 year olds are the largest age groups. The population differences are illustrated in the two population pyramids. The shape of the population pyramid for the RIS population is "squaring off" at the base, indicating that the birth rates are stabilizing and the death rates in younger ages are decreasing.

Social, Economic and Environmental Conditions Affecting Health Status

It is well known that a variety of social, economic and environmental conditions affect health status. In particular, **level of income** has a well-documented relationship to health outcomes. People in lower income groups have consistently been shown to have lower life expectancy, and higher rates of disease. This is well attested through the Health Region's 2006 study published in the Canadian Journal of Public Health. The study compared the health status of residents from six adjacent low income neighbourhoods to the rest of the city and found alarming disparities in suicide attempts, mental disorders, injuries and poisonings, diabetes, chronic obstructive pulmonary disorder, coronary heart disease, chlamydia, gonorrhoea, hepatitis C, teen births, low birth weights, infant mortality and all cause mortality. In addition, we found that the rate for child immunization coverage in Saskatoon's six low income neighbourhoods was less than half the rate for affluent neighbourhoods. The Health Region's *2006 School Health Survey* of over 4,000 school children in grades 5 through 8 also revealed inequities based on income in relation to some behaviours and perceptions.

Data has shown that while **average family incomes** are on the rise, the gap between richest and poorest is widening and this can lead to increased gaps in health status inequity. There are also an increasing number of lone-parent families in urban centres, such as Saskatoon. These families are more likely to have an income at or below the poverty line especially when a female heads the family. While the Statistics Canada Labour Force Survey shows the **unemployment rate** in the Census Metropolitan Area (CMA) of Saskatoon is down from 6.2% in 2004 to 4.0% in 2007, much of the improvement in the job picture is related to increased employment in lower-paying or part-time service industry positions.

Higher **house prices** have made affordable and adequate housing more difficult to find for lower income families. According to the Canada Mortgage and Housing Corporation, average house resale prices increased by 45% in 2007 to $232,500, the largest gain on record (Housing Market Outlook, Saskatoon CMA, CMHC Fall 2007). **Average rental prices** have also increased by about 10% from $580 per month to $640 from 2004 to 2007.

Food insecurity and the **cost of healthy eating** also continues to be an issue as the Saskatoon Food Bank reports that its hamper pickup program has been increasing in past years with more than 12,000 users each month (www.saskatoonfoodbank.org), half of which are children. Our rural areas are not exempt from these issues as food banks exist in smaller rural communities as well.

Education is another core determinant of health. Literacy and numeracy, as well as the development of work and social skills, are essential to modern societies. Education attainment levels have varied across the Health Region. University or post-secondary education levels have been highest in the urban centres and lowest in more rural areas.

Saskatoon's **crime rate** continues to decline. According to CMA data published by the Canadian Centre for Justice Statistics, the crime rate per 100,000 residents fell from 13,236 in 2005 to 12,209 in 2006 (Statistics Canada, 2007).

Physical environment factors related to air, water and housing have a significant impact on health. While past Health Region reports have demonstrated that overall the **air quality** in the Health Region is good, **water quality** could be a cause for concern in some areas. During the 2007-2008 reporting period, 12 new Precautionary Drinking Water Advisories (PDWA) and 10 new Emergency Boil Water Orders (EBWO) were issued (an increase over the number of new advisories and orders from last year). Water quality may only be of greater concern for some small rural water systems. This may not be a trend, but rather, may be related to short-term climactic issues (flooding or dry years), or may reflect the challenge of maintaining good water treatment in shrinking communities with aging infrastructure. Larger centres have not seen an increase in boil water advisories. At any given point throughout the year, there may be PDWAs or EBWOs in effect from the previous reporting period. In addition, many advisories and orders are rescinded throughout the year.

Causes of Death, Illness and Disability

The leading **causes of death** continue to be diseases of the circulatory system, cancers, diseases of the respiratory system and injuries. While cancer and circulatory diseases are important contributors to mortality for those over 75 years of age, injuries are significant for those under 75 years.

Illness and disability due to **chronic disease conditions** becomes more prevalent as the population ages. Systematic management of these conditions can prevent the deterioration of functional status and maintain cognitive and physical levels. The main chronic conditions of interest are coronary heart disease, cerebrovascular disease (stroke), chronic obstructive pulmonary disease (COPD), and diabetes mellitus.

Mental health and wellbeing is a provincial population health promotion priority area. New SHR data related to mental health was collected through the *2006 School Health Survey*. The study found that 41.7% of children in schools in low income neighbourhoods rated their mental health as poor compared to 14.2% in schools located in affluent neighbourhoods.

Falls are an important cause of death and disability in all age groups. Falls in seniors can quite often lead to either temporary or, in some cases, permanent loss of independence. Preliminary analysis of 2002 to 2005 data shows a slight increase in hospitalizations due to falls since 2002.

Oral health disparities exist within the Health Region. In SHR 25% of children (age 5 and 6) in low income neighbourhoods have untreated cavities; 23% suffer from dental

neglect and 22% have Early Childhood Dental Disease (Dental Screening Program 2003-2004 Report). Targeting programs and services to high risk populations is essential to improving oral health status. For these populations, health promotion alone will not improve oral health. Preventive services, such as fluoride therapies, screening and referrals are also needed (Surgeon General, 2000).

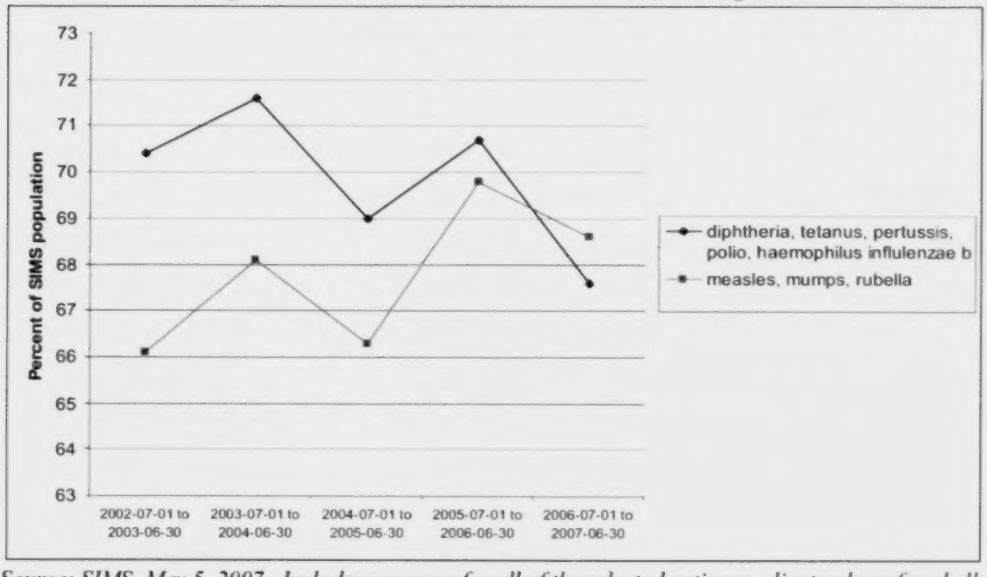
Health-related Behaviours

The Health Region has recently focused on enhancing its information about health-related behaviours through local research. In 2006 the Health Region conducted a survey of 4,093 students from grades 5-8 in Saskatoon schools. The study findings were very compelling when comparing schools in low income neighbourhoods with schools in affluent neighbourhoods and the city overall. Youth in the lowest income schools were 12.4 times more likely to have tried **smoking** than youth in affluent schools. They were also 20 times more likely to have tried marijuana. Across all schools, behaviour related to **physical activity** and daily **vegetable and fruit servings** was poor. The study found youth were only meeting the frequency, duration and intensity criteria for physical activity an average of 8.9% of the time.

Infectious Disease

As a preventative measure, **routine pre-school immunization** is offered at 2, 4, 6 and 18 months of age for diphtheria, tetanus, pertussis, polio and influenzae type b, and at 12 and 18 months of age for measles, mumps and rubella. Since 2002, coverage rates have remained fairly stable, ranging from 68-70% for pertussis, polio, tetanus, diphtheria and ***Haemophilus influenzae*** type b and from 66 - 69% for measles, mumps and rubella.

Immunization Coverage, Two-Year Old Children, Saskatoon Health Region 2002-2003 – 2006-2007



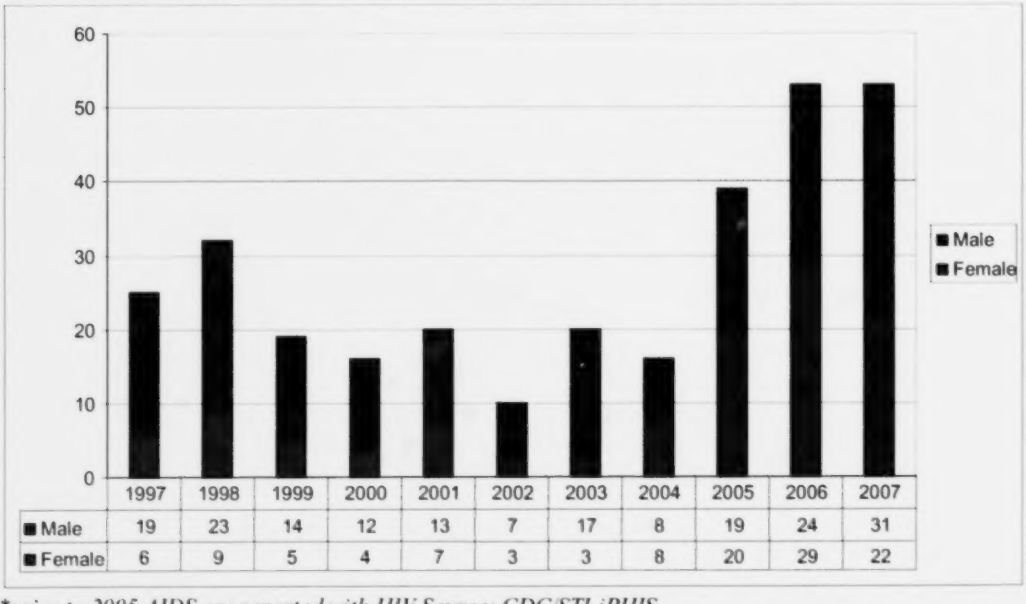
Source: SIMS, May 5, 2007. Includes coverage for all of the selected antigens, clients who refused all vaccines are counted as if they had received all recommended vaccines according to the National Advisory Committee on Immunization schedule

In SHR, **sexually transmitted infections (STIs)** account for 45-50% of all reportable disease annually. In 2007 the crude rate per 100,000 population for chlamydia was 381.1, for gonorrhea 77.3, and for human immunodeficiency virus (HIV) 19.2.

Chlamydia is linked to infertility and pelvic inflammatory disease. In recent years Saskatchewan has had one of the highest rates of chlamydia in Canada. Female chlamydia rates are higher than male rates. However, male rates have also been increasing. While SHR rates of chlamydia are highest in the 20-24 year age in both sexes, female rates are equally high in the 15-19 year age group.

The number of **HIV** cases continues to increase in SHR. While treatment has the potential to extend the survival of persons with HIV, there are challenges to treating clients who have ongoing drug addiction. In 2005 a cluster of HIV cases was identified as being related to injection drug use (IDU). This led to enhanced surveillance for HIV among street outreach clients and clients with Hepatitis C. Intensive efforts to find new cases accounted, in part, for the increased number of cases reported in 2005 and 2006. In 2007, 53 new cases of HIV were reported. In 2005 and 2006 more cases were reported among females than males. 2006 marked the first year in which HIV was reported in the 10-14 age category in SHR. Since 2004, two infants with HIV have been born to HIV positive mothers. The majority of HIV cases (80%) between January 2004 and March 2007 indicated IDU as a risk factor.

HIV/AIDS* Cases by Sex and Year, Saskatoon Health Region, 1995-2007



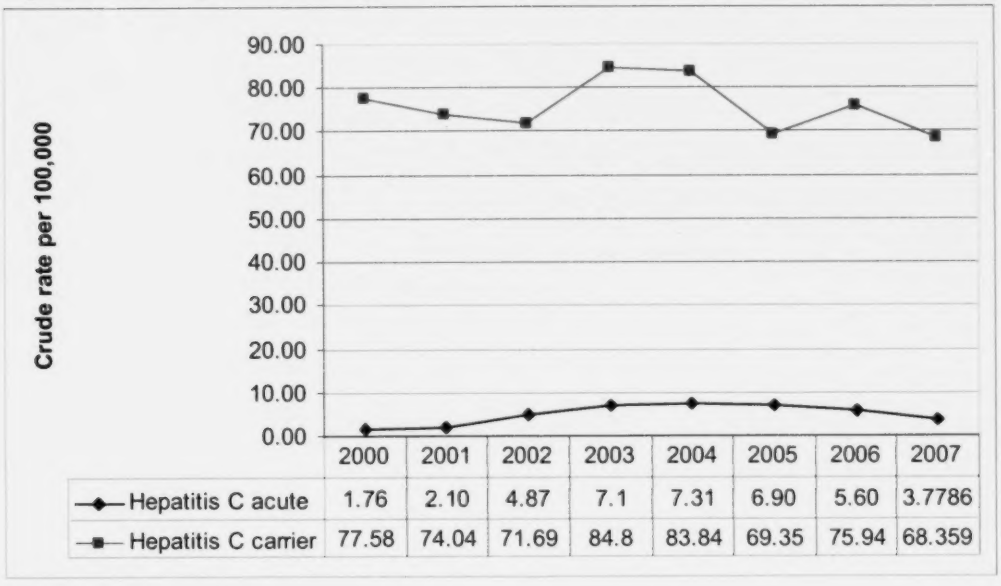
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Male	19	23	14	12	13	7	17	8	19	24	31
Female	6	9	5	4	7	3	3	8	20	29	22

**prior to 2005 AIDS are reported with HIV Source: CDC/STI-iPHIS*

Hepatitis C (HCV) is a disease of ongoing concern in SHR. HCV accounts for over 10% of all reportable disease annually. A high percentage of infected persons will carry the virus indefinitely (carrier or chronic infection). Over the long term, they are at risk for liver cirrhosis and liver cancer. In 2005, IDU was listed as an exposure risk for 78% of new cases interviewed. In 2006 the rate of chronic hepatitis infection was 75.9 per

100,000 population. The majority of new cases were linked to IDU. The 2007 data in the following chart is preliminary.

Hepatitis C Rates per 100,000 Population, Saskatoon Health Region, 2000- 2007*



	2000	2001	2002	2003	2004	2005	2006	2007
Hepatitis C acute	1.76	2.10	4.87	7.1	7.31	6.90	5.60	3.7786
Hepatitis C carrier	77.58	74.04	71.69	84.8	83.84	69.35	75.94	68.359

** 2007 data preliminary*

Emerging Diseases

Emerging diseases that are of concern include West Nile virus (WNv) and methicillin-resistant *Staphylococcus aureus* (MRSA).

West Nile Virus (WNv) was first reported in Saskatchewan in 2003. Since 2003 Saskatchewan has reported almost 2,500 cases, including neurological and non-neurological manifestations. Most neurological cases require hospitalization, and many involve intensive care and ventilation support. While persons of any age or health status can develop serious health effects from WNv, the risk is higher with increasing age and in individuals with chronic disease and conditions that affect the immune system (Public Health Agency of Canada, 2008).

2007 was a record year for WNv in SHR with six times the number of human cases reported compared to 2003. A total of 358 cases of WNv were reported between late July and November 2007, including 28 neurological cases, 327 fevers (non-neurological cases) and 3 asymptomatic cases. Of the 358 cases 53 were hospitalized. The rate for 2007 was 122.63 cases per 100,000 population compared to 21.9 in 2003. The estimated rate for the City of Saskatoon in 2007 was 117.94 cases per 100,000 population compared to the average rural rate of 144.59 per 100,000. Ages of the WNv cases ranged from 6 to 90 years, with an average age of 47.7 and a median age of 49. Fifty-eight percent (58%) of the cases were male.

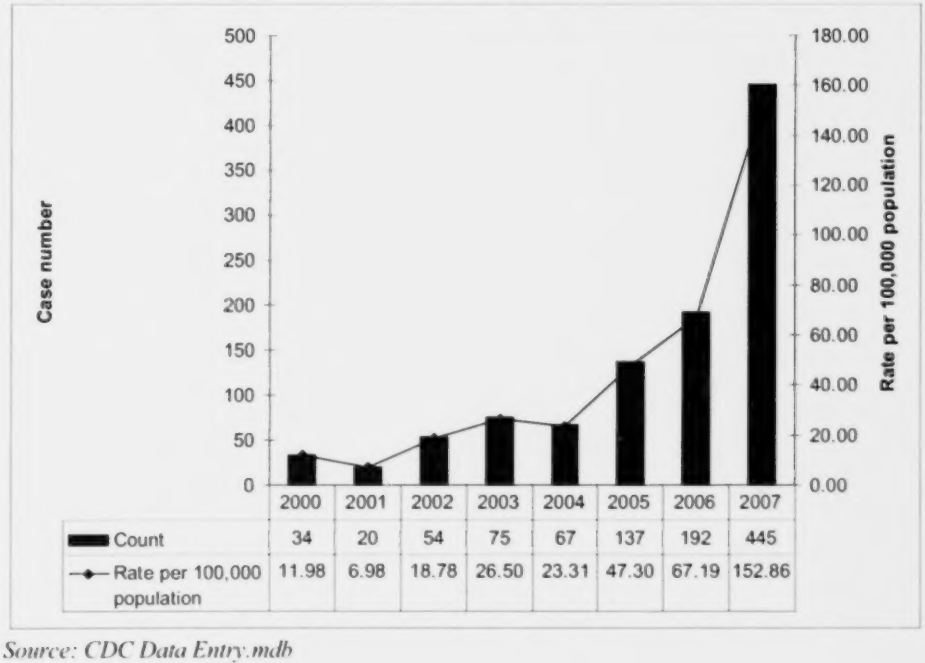
In SHR in 2007, 68% of all the WNv **neurological cases** were under 60 years of age and 40% were under 50 years. Only 15% were classified as immunocompromised. Eighty

percent (80%) of neurological cases had meningitis and 34% had encephalitis (some had both). About 20% experienced acute flaccid paralysis and 34% movement disorders. One death was primarily attributed to WNv. Twenty-two percent (22%) of hospitalized cases required ventilation in the Intensive Care Unit (ICU). On average neurological cases spent 32 days in hospital (range 1 to 193 days). A substantial number of **non-neurological cases** were also hospitalized. For these cases, the average hospital stay was almost 6 days (range 1 – 15 days) and many of these patients take months to recover completely. Overall, WNv presents a significant burden to survivors, their families and the health care system. All evidence indicates that WNv will continue to be a public health concern for some time to come.

The number of **methicillin-resistant *Staphylococcus aureus* (MRSA)** cases reported to SHR has been on the rise. Since 2004, there have been 841 cases of MRSA reported with the greatest number of cases in the group aged 60 and older. The age distribution has remained relatively constant but there has been some increase in those aged 15-59 years. Overall, approximately 20% of MRSA cases (113/541) have been hospitalized. Outcome data is not complete but at least 6 deaths in MRSA positive cases (1%) have been reported since 2004 (most responsible or primary cause unknown).

Since October 2006, all patients admitted to SHR urban hospitals (Humboldt since September 2007) have been systematically screened for antimicrobial resistant organisms (ARO). Some of the reported increase in MRSA in the past year has been due to increased screening, but this does not account for all of the increase. A three-month enhanced surveillance project of MRSA was undertaken in late 2007 and early 2008. Results will be available in late 2008.

MRSA Cases and Rates, Saskatoon Health Region, 2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
Count	34	20	54	75	67	137	192	445
Rate per 100,000 population	11.98	6.98	18.78	26.50	23.31	47.30	67.19	152.86

Source: CDC Data Entry.mdb

Outbreaks

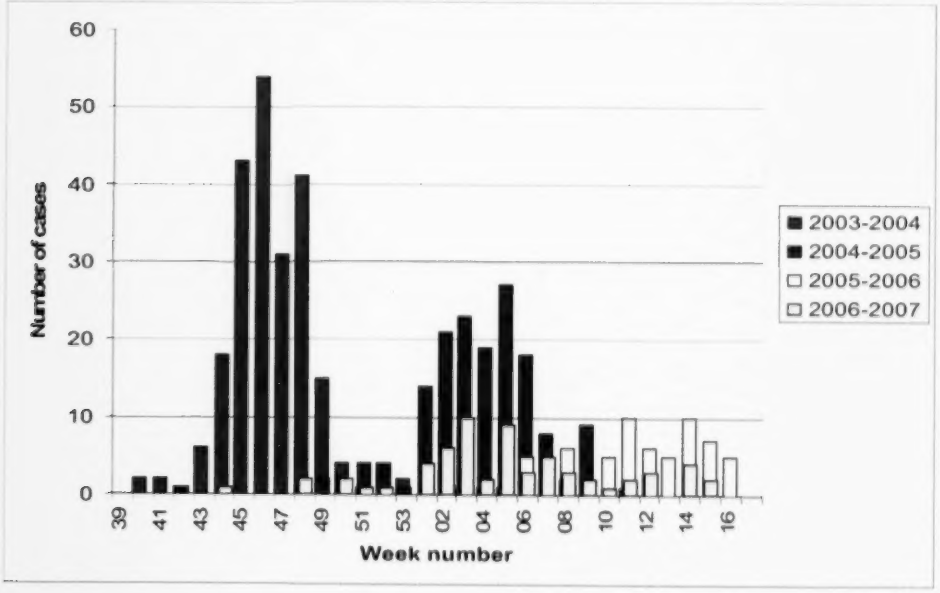
In SHR, **norovirus** is one of the most commonly reported organisms with the potential for outbreaks in closed institutions and in the larger community. Noroviruses cause gastroenteritis which may have severe outcomes in the youngest and oldest age groups. Outbreaks of norovirus have been increasingly reported in SHR in the past few years. This increase, also noted across Canada and the United States, is most likely linked to more incidents and better reporting. In 2006-2007 (outbreak surveillance year is from September to August) there were 10 confirmed norovirus outbreaks in the community, 2 in hospital, and 11 in SHR long-term care facilities. In 2005-2006 there were two norovirus outbreaks in long-term care facilities. Early reporting and timely infection control, including use of appropriate disinfectant agents, are key to controlling outbreaks.

Influenza, a respiratory illness, is another organism with the potential for outbreaks. The rates of influenza vary from year to year depending on the strain of the organism, the immunization coverage rate in the population and the match of the vaccine to circulating influenza strains. Influenza A often has more severe outcomes than influenza B.

In 2006-2007, 62% of the Health Region's population over the age of 65 received influenza immunization. Coverage rates among residents of SHR long-term care facilities are generally higher. In 2006-2007 the overall long-term care resident coverage rate was 85%. The 2006-2007 season was a fairly mild season, with 63 cases of influenza A and 4 cases of influenza B, an overall influenza rate of 23.1 per 100,000 population. Since laboratory-confirmed cases represent a small portion of influenza in the community, SHR maintains sentinel surveillance to measure the impact of the illness. Identifying influenza in Emergency Departments and hospitals remains an important infection control issue.

There were no influenza outbreaks reported in SHR long-term care facilities in 2006-2007. Two parainfluenza and four unidentified respiratory outbreaks occurred in that surveillance season.

Influenza A Cases by Week, Saskatoon Health Region, 2003-2004 to 2007-2008



Tuberculosis (TB)

TB respiratory disease has a long history in Saskatchewan. Although rates have significantly decreased in past decades there is still ongoing concern in high risk populations, including status Indian, Métis and foreign-born ethnic groups. HIV and tuberculosis co-infection are of increasing concern in the United States and Canada. Since 1997, 1.6% (17/1030) of TB cases were co-infected with HIV in Saskatchewan. In 2006 there were 13 cases of tuberculosis in SHR, 4.55 per 100,000 population, a decrease from the previous year's rate of 6.9 per 100,000. Tuberculosis surveillance, follow-up and treatment in Saskatchewan are conducted by the Tuberculosis Control Program. In 2007-2008 agreement was reached with Saskatchewan Health to transfer the management of this program to SHR in 2008-2009 and contracts were under development.

Health Status and Outcome Indicators

Population health indicators assist the Health Region to set priorities and monitor the success of interventions. Areas of concern include immunization rates of children, incidence of sexually transmitted infections and diabetes prevalence. Age-adjusted diabetes prevalence rates increased from 49.1 per 1,000 population to 51.9 since the last report. The rate has been slowly increasing over a period of several years. Obesity/ overweight levels and physical inactivity rates also continue to require attention to reduce the rates. The injury hospitalization rate for children and youth reported for this year is similar to last year's rate. However, this rate had decreased slightly for both males and females between 2002-2003 and 2004-2005 data years.

Saskatchewan Health performance management indicators for health status follow. Many were not updated this year.

SASKATOON HEALTH REGION 2007-2008 RESULTS		
Infant mortality rate per 1,000 live births *2002-2004*		4.2
Life expectancy (at birth). *2001*	Males	76.7
	Females	82.3
Life expectancy (at age 65 years). *2001*	Males	16.9
	Females	21.1
Percentage of population (age 18 to 64 years) who are overweight or obese. *2005*	Overweight (BMI 25.0-29.0)	30.63%
	Obese (BMI 30.0+)	16.88%
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive. *2005*	Active / moderately active	50.41%
	Inactive	48.55%
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent. *2005*		57.96%
Age-adjusted diabetes prevalence rate per 1,000 population. *2005/2006*		51.9
Injury hospitalization rate per 1,000 population (age 0 to 19 years). *2005/2006*	Males	7.2
	Females	5.0

2007–2008 RESULTS AT A GLANCE

Introduction

The roles and responsibilities of the SRHA are defined in ***The Regional Health Services Act*** and regulations, and include the planning, organization, delivery and evaluation of health services. These functions are addressed through the Health Region's governance and operational structures and processes. Plans and services are aligned with the strategic directions set by government for the health care system in Saskatchewan and the expectations of the Health Region contained in the RHA's 2007-2008 Accountability Document. This section highlights key results which are discussed in more detail in the Performance Results section that follows.

Key Results

Goal 1 – Improved Access to Quality Health Services

- Provided increased Telehealth services to support education and clinical care
- Initiated a variety of projects throughout 2007-2008 to improve patient access and flow in hospitals in order to increase our capacity for intake while addressing efficiency of services and quality of care
- Started a new program in 2007 in the rural area that supports individuals who have a mental health diagnosis and are being discharged from an acute care setting to the community
- Added an ultrasound technologist at Humboldt District Hospital October 2007
- Started in-school paediatric clinics at St. Mary Community School in Pleasant Hill April 2007
- St. Paul's Hospital opened the Community Renal Centre June 2007
- Opened the Dr. Marc Baltzan Histocompatibility (HLA or tissue typing) Laboratory June 2007
- Performed slightly below Saskatchewan Health targets for number of patients seen for MRI (97.1%) and CT (92.0%) services
- Performed slightly below Saskatchewan Health targets for surgical throughput (98.5%) and working on improvement of rates for completion of surgery in targeted time frames
- Reduced wait times for Bone Mineral Densitometry (BMD)
- Showed small improvements in wait times for Alcohol and Drug services
- Provided primary health care team coverage levels consistent with 2006-2007

Goal 2 – Effective Health Promotion and Disease Prevention

- Initiated the Building Health Equity team in January 2007 in response to findings of the health disparities study
- Enhanced and delivered the Live Well™ Chronic Disease Management (CDM) Program
- Initiated FEAST - Food Education and Standards Training to improve nutritional outcomes for elderly residents in special care homes
- Implemented a comprehensive tobacco-free policy with innovative supportive services April 2007

- Supported the development and production of "*Building Partnerships for Health - A strategic planning framework for injection drug use in Saskatoon*"
- Worked with the new provincial Pandemic Planning forums and committees on common pandemic plans and provided education to staff and the public about pandemic influenza
- Continued to provide information to the public about the prevention of West Nile Virus and worked with our civic and municipal partners on mosquito surveillance and control
- Promoted hand hygiene and the proper way to deal with coughs and sneezes to decrease the risk of spreading infectious organisms in our facilities
- Immunized 65% of staff against influenza which is an increase of 25% since last year.

Goal 3 – Retain, Recruit and Train Health Providers

- Developed our new three-year Workforce Action Plan (2008-2011)
- Initiated development of the SHR and College of Medicine Joint Medical Human Resource Document (MHRD)
- Developed and carried out initiatives to retain and grow talent
- Developed and delivered initiatives to recruit and attract talent and successfully recruited 105 Filipino nurses
- Recognized achievements of staff and physicians
- Delivered programs for workplace safety and employee wellness
- Monitored performance indicators for sick time usage, paid overtime and premium hours, and workman's compensation

Goal 4 – A Sustainable, Efficient, Accountable and Quality Health System

- Carried out a variety of quality and safety initiatives and programs
- Completed the Canadian Council on Health Services Accreditation (CCHSA) review in November 2007 and received, in March 2008, a 3-year accreditation with status "Accreditation with Report"
- Received certification from the Commission on Accreditation of Rehabilitation Facilities (CARF) International for the Rehabilitation Centre at Saskatoon City Hospital
- Received "Full Accreditation Status" for another 4 years in the late spring 2007 for the Pharmacy Residency Program
- Attained Accreditation for Laboratory Services in 2007
- Completed the Institute for Safe Medication Practices (ISMP) Medication Safety Self Assessment for Hospitals at SCH, SPH and RUH June, 2007 with results compiled October, 2007
- Trialed *Lean* and *SCORE* methodology in Laboratory Services at St.Paul's Hospital to identify inefficient processes and implement changes
- Completed phase 1 of Service Alignment
- Continued discussions to develop a mutual SHR and University of Saskatchewan vision for health research and innovation
- Completed the assessment of facility conditions
- Invested $34 million in major capital projects for renovations and new facilities
- Invested in medical capital equipment to support safe quality clinical care and to acquire equipment for staff safety

- Invested in information technology to renew and enhance our software applications, hardware environment and network infrastructure to support evolving clinical and business functions
- Conducted Emergency Preparedness exercises and updated our emergency response plans to reflect lessons learned
- Undertook activities to maintain and enhance the public confidence in the health system through a variety of communication approaches

Financial Summary

- For the first time in 4 years, the Health Region ended the year in a deficit position
- A year end review by the Saskatchewan Health resulted in an agreement to fund $4.8 million of unexpected and/or unavoidable costs which reduced the deficit from $6.6 million to $1.8 million

Sustained Operations

The Health Region was generally expected to sustain existing programs and services at levels consistent with previous years. The following table highlights volumes over a five-year period for some of the services delivered by the Health Region.

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Admissions (Adult and Child)					
Saskatoon only	34,968	35,299	35,729	35,104	34,200
Rural only	n/a	n/a	4,384	4,104	4,076
SHR Total			40,113	39,208	38,276
Average Daily Census Adult & Child					
RUH	309	309	317	318	308
SCH	179	176	188	192	190
SPH	159	161	168	164	164
Saskatoon only	647	646	673	674	662
Rural only	76	69	53	63	59
SHR Total	723	715	726	737	721
Average Length of Stay *(Days)					
Saskatoon only	6.50	6.50	6.62	6.74	6.69
Rural only	n/a	n/a	5.86	5.71	5.26
SHR Total	n/a	n/a	n/a	6.64	6.56
Adult & Child Patient Days					
RUH	112,838	112,629	115,850	115,972	112,884
SCH	65,380	64,513	68,464	69,952	69,614
SPH	57,890	58,816	61,413	59,936	60,103
Saskatoon only	236,108	235,958	245,727	245,860	242,601
Rural only	27,868	26,136	19,510	23,177	21,665
SHR Total	263,976	262,094	265,237	269,037	264,266
Newborn Admissions					
RUH	3,901	3,840	3,817	4,069	4,422
Rural	152	112	88	82	69
SHR Total	4,053	3,952	3,905	4,151	4,491

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Total Surgery by site					
RUH**	7,149	6,698	7,055	7,059	7,207
SCH**	15,348	15,278	14,604	14,086	13,615
SPH**	10,565	10,653	10,937	10,797	10,443
Long Waiters		415	779	648	449
Paediatric Dental**(RUH)				855	1,216
Saskatoon Only	33,062	33,044	33,375	33,445	32,930
Rural Only	1,357	1,162	955	725	954
SHR Total	34,419	34,206	34,330	34,170	33,884
Emergency Visits					
RUH	45,938	47,384	50,576	51,333	51,158
SCH	16,477	15,931	17,067	16,860	17,231
SPH	45,605	43,500	43,148	42,872	45,182
Saskatoon Only	108,020	106,815	110,791	111,065	113,571
Rural Only	35,193	36,330	35,452	32,774	31,420
SHR Total	143,213	143,156	146,243	143,839	144,840
Ambulance Calls					
Saskatoon only	20,583	21,087	22,891	22,987	24,469
Interfacility	2,813	3,077	3,523	3,343	3,947
Treat no transport	585	603	377	170	134
Rural only	3,180	3,121	***2,867	n/a	n/a
SHR Total	27,161	27,888	29,658	n/a	n/a
Home Care Services - Hands on – Nursing					
Saskatoon Nursing	78,711	76,614	78,185	86,260	89,057
Rural Nursing	15,039	15,060	18,955	n/a	18,978
SHR Total	93,750	91,674	97,140	n/a	108,035
Home Care Services - Hands on – Meals					
Meals	46,923	47,850	50,506	49,338	46,816
Rural Meals	46,196	43,266	40,885	n/a	41,126
SHR Total	93,119	91,116	91,391	n/a	87,942
Home Care Services - Hands on					
Home Care Saskatoon	217,091	199,533	203,116	189,520	211,891
Home Care Rural	79,003	75,597	64,828	n/a	81,328
SHR Total	296,094	275,130	267,944	n/a	293,219
Home Care - Average Monthly Clients					
Saskatoon	4,282	4,280	4,252	4,488	4,797
Rural	n/a	1,128	1,134	n/a	1,084
SHR Total		5,408	5,386	n/a	5,881
Long Term Care Wait List as of March 31st					
Saskatoon	64	66	135	66	92
Rural	29	20	19	10	20
SHR Total	93	86	154	76	112

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Laboratory (# of procedures)					
Saskatoon	7,335,921	7,662,974	7,763,493	7,966,155	8,094,668
Rural	n/a	n/a	n/a	n/a	n/a
SHR Total					
General Radiography (# of exams)					
Saskatoon	136,905	138,839	143,864	142,339	151,465
Rural	n/a	n/a	22,482	23,207	26,728
SHR Total			166,346	165,546	178,193
Ultrasound (# of exams)					
Saskatoon		20,002	20,174	19,778	22,031
Rural		2,640	2,817	1,502	2,086
SHR Total		22,642	22,991	21,280	24,117
Nuclear Medicine (# of exams)					
Saskatoon SHR Total	14,943	15,830	16,251	15,565	15,435
SHR Immunization					
Preschool	18,575	19,895	30,570	33,210	37,676
School	16,574	17,769	13,800	15,693	13,936
Adult	3,165	3,326	2,543	3,005	3,441
Influenza	25,092	24,605	29,192	27,874	28,521
High risk/post exposure	896	1,087	1,247	1,102	1,250
International travel	7,386	9,425	9,647	10,785	11,783
Purchased	1,546	1,519	3,407	1,641	2,257
Occupational purchased			1,105	973	531
Pneumococcal 23					964
SHR Total	73,234	77,626	91,511	94,283	100,359

* Includes Newborns. As of 2004-2005 length of stay includes days stay in Emergency.
** Surgery count excludes long waiters which are shown separately
*** Incomplete volume reported
n/a Not available at this time or not applicable
NOTE: Previous years' volumes may vary slightly from previously reported values due to updates to data

2007–2008 PERFORMANCE RESULTS

Introduction

Our Health Region is large, complex and diverse and, at any given time, many initiatives and changes are taking place throughout the organization. In this section, some of the key accomplishments and results are described. The Health Region's financial, staff, technology and equipment challenges are similar to those reported by other healthcare organizations and specific examples of our risks and concerns are discussed throughout the report.

The Health Region was affected by **union job action** in 2007-2008. The Health Services Association of Saskatchewan (HSAS) served strike notice in June 2007. SHR's contingency planning balanced patients' and clients' access to care and the availability of staff to deliver that care. On average, between June 25 and July 10 we cared for approximately 600 inpatients a day in our three Saskatoon hospitals. Unfortunately 109 patients had their surgery postponed after careful consideration by the involved surgeons, managers and other team members. The University of Saskatchewan four-week CUPE strike occurred November 2 to December 2, 2007. College of Medicine staff that process patient referrals and surgical bookings were part of the job action which impacted the flow of patients to SHR services.

Goal 1: Improved access to quality health services

Several regional goals under our *Transforming the Care and Service Experience* strategic direction are consistent with this provincial goal. The Health Region made some progress in 2007-2008 on access to services and patient flow as well as client/family centeredness. The Health Region will continue to focus improvement efforts in these areas. Some examples of initiatives undertaken in the past year are described below.

Telehealth Services

The telehealth program improves access to health services and health providers in Saskatchewan by making it possible for patients and their families, who may live in rural and remote locations, to stay in their home community while seeing a specialist via telehealth. Groups such as the Rural and Remote Memory Clinic, Rehabilitation Medicine, Nephrology, and other medical and surgical providers are integrating telehealth into their care delivery. Service volumes for 2007-2008 increased over last year, and the 506 total visits represent a 12% increase in the number of patient visits provided from SHR to people within and outside of SHR. The number of patients who received clinical care within SHR was 61 which is a 200% increase over last year. There were 325 hours of education received in SHR which is an increase of 36% over last year. Education provided from Saskatoon to both SHR and non-SHR audiences totalled 337 hours (when combining health provider and public education hours) for an increase of 32% over last year. SHR telehealth provides the highest percentage of clinical and educational events of all regions across Saskatchewan. This program has huge potential to impact care delivery across the Health Region and province.

Acute Care - Access and Flow Initiatives

Over the last year, the three Saskatoon-based hospitals, Royal University Hospital (RUH), Saskatoon City Hospital (SCH) and St. Paul's Hospital (SPH), experienced recurring capacity problems. Hospital beds were periodically closed on a temporary basis due to staffing constraints. The cumulative effect was equivalent to reducing our 2007-2008 capacity by 22 beds across the three hospitals. The system also had significant numbers of individuals in acute care beds awaiting placement in special care homes (lowest number awaiting placement 36, highest 63). There were 211 over-capacity alerts called for the three hospitals in 2007-2008. These pressures contributed to the difficulty in placing elective surgical cases and in managing patient volumes.

The Health Region is examining its service delivery models and processes to become more efficient in the way in which we admit, care for and discharge patients. The intent is to provide more timely services while maintaining the quality of care and increasing our capacity to manage the demands on the system. The Health Region undertook a number of projects in 2007-2008 to improve patient access and flow in hospitals. A few are highlighted here.

RUH Emergency Department (ED) - Medicine 6200 Flow Project - SHR partnered with the Health Quality Council (HQC) on a project that involves improvement teams from ED, Medicine 6200 and other support services /departments. They are working to reduce the wait time for a patient from the decision to admit (in the ED) to the patient's arrival and placement in an inpatient bed (on 6200). Changes in processes were trialed on a small scale and showed promising results. This work will continue into 2008-2009.

RUH Cardiology 6000 Discharge Collaborative Project - SHR participated in a provincial Discharge Collaborative to improve the discharge process. The Cardiology team at RUH has been identified as the provincial high performer for all three project goals and are now sharing their learning with others in the Health Region. The project focused on 1) key measures to improve patient satisfaction with the discharge process, ensure patients self management and personal preferences are taken into account during the hospital stay and at discharge; 2) improving patient flow by providing estimated dates of discharge within 24 hours of admission and making sure that patients do not have to wait unnecessarily long before they are discharged; and 3) alignment with the strategic direction that our Health Region has taken, transforming the care and service experience for our patients to make our patients and their families true members of the team by involving them in decisions about their care.

Intensive Care Unit (ICU) Capacity Improvements - The Health Region developed plans for a 4 bed Ventilator Transition Unit at SPH to care for longer-stay ventilator-dependent patients. The unit will open early in 2008-2009. This service reconfiguration will free ICU beds for cases requiring short-stay critical care. The Health Region also added 2 ICU beds at RUH to increase our capacity to provide care to patients after cardiovascular surgery. Since this change was made in February 2008, the number of cardiovascular surgery cancellations that have been rescheduled has been reduced.

Mixed Gender Accommodations Pilot - This practice was trialed on 3 units starting February 2008 and involved 147 adult medical and surgical beds. The intent was to reduce

the number of patient transfers that occurred in order to accommodate two patients of the same gender in the same room and to more quickly place patients in rooms. Our goal was to learn from our experiences and to continue to roll out the practice to other units within the three Saskatoon hospitals before the summer of 2008.

Patient Repatriation Agreements - Arrangements were reached with the four health regions surrounding SHR to expedite transfers from Saskatoon hospitals to a patient's home region. More than 30% of inpatient admissions in Saskatoon (and over 40% in some specialized areas) are patients from outside SHR who require services that cannot be provided in their home communities. Often care can continue to be provided in their home hospitals once their acute episode of care in Saskatoon has been completed. When patients transfer back to their home region in a timely fashion this creates space for acutely ill patients who need to access services in Saskatoon.

Stroke Prevention and Transient Ischemic Attack (TIA) Clinic - The new clinic officially opened January 2008 at RUH. This program relies upon the collaboration and coordination of services within a number of programs including Emergency Services, Diagnostic Imaging, Laboratory Services and Non-Invasive Cardiology to provide care as outlined in the 2006 Canadian Stroke Strategy Recommendations. At the present time, two neurologists each hold a half day clinic per week. College of Medicine Neurology Residents also participate in these clinics. This allows approximately 24 TIA patients to be seen each week. A clinical coordinator nurse also works 3 days/week in this clinic to assist with the assessment, education, and follow up for Stoke and TIA patients and their families. To date, referrals have been accepted from Emergency Services, and from the Acute Care Access Line. We are planning to expand access to include referrals directly from family physicians.

Community Mental Health Home Support

Initiated in 2007, the program supports individuals who have a mental health diagnosis and are being discharged from an acute care setting to the community. For the first 14 days following discharge, Community Mental Health nurses work with Home Care staff to determine and provide the required services that support clients in the community in order to avoid/prevent re-admission to an acute care facility. The Community Mental Health nurses in the rural area developed and delivered a training module specific for this program to approximately 127 home care staff across the rural area. The focus of the sessions was to increase staff members' knowledge on mental health illnesses and how to work with these individuals in order to better meet their needs.

Ultrasound Services at Humboldt District Hospital

In October 2007, an ultrasound technologist started providing a full range of diagnostic ultrasound services 5 days a week in Humboldt. In previous years, residents either travelled elsewhere for diagnostic services or saw an ultrasound technologist who travelled to Humboldt once every two weeks. The reduced wait time, for both the ultrasound itself and the test results, is expected to improve the timelines of medical treatment.

In-School Paediatric Clinics

In-school paediatric clinics, initiated April 2007, provide care to children in Saskatoon's core neighbourhoods who otherwise may not have received care. The clinics are staffed 3 days a week by paediatricians from the Department of Paediatrics. Although the clinics are located within St. Mary Community School, paediatricians' services are available to all children, including those who are not yet in school or, those who attend nearby public schools.

Community Renal Health Centre

The Community Renal Health Centre was opened by SPH in June 2007. The centre has the capacity to dialyse 96 patients each week, with 18 dialysis stations operating Monday through Saturday, 7:00 a.m. to 10:00 pm. Two treatments per day are also available to accommodate transient patients visiting Saskatoon.

Dr. Marc Baltzan Histocompatibility Laboratory

The new tissue typing laboratory started operations in October 2007 and became fully staffed by December 2007. The laboratory, which is located at SPH, matches solid organ and stem cell recipients with donors, ensuring timely, safe, and long-lasting kidney transplants using DNA technology. It will be able to support the needs of 300 to 400 patients every year across the province. Prior to opening this unit, specimens were sent outside of the province resulting in delays and increased costs. This is the only laboratory of its kind in the province and it is an important step in the Phase III development of the Centre of Excellence for Nephrology.

MRI and CT Services

The Health Region was slightly below Saskatchewan Health targets for number of patients seen for MRI (97.1%) and CT (92.0%) services. At the same time MRI services provided 103.3 % of the target for number of exams while CT services only provided 75.8% of the target for exams. However, in the second quarter radiologists reported that the aging CT technology at SCH was not adequate for the range of tests performed at that site. Criteria were developed to ensure the range of scans performed at SCH were appropriate for the capabilities of the machine. This placed additional pressure on the CT machines at SPH and RUH. The change in practice ensured that patients received the most appropriate imaging to meet quality standards, but it also affected the Health Region's capacity to provide timely access and meet our volume targets. Replacement of the CT scanner at SCH will be considered in future capital funding allocations.

A planned third MRI will be located at SPH. The tender for the new equipment was awarded and preparation of the space started January 2008. The MRI is expected to be operational in the summer of 2008 and will serve the increasing number of prostate, urology and other patients from across Saskatchewan.

Nuclear Medicine Services - Bone Mineral Densitometry (BMD)

The Health Region commissioned an external quality review of Nuclear Medicine Services to examine quality of care, imaging, reporting and workflow. Our services were compared to national benchmarks and standards. The consultants report was received in May 2007 and it recommended that staff and physicians acquire International Society for Clinical Densitometry (ISCD) certification in BMD and that the Health Region adopt the Canadian Panel of the ISCD National Clinical Practice Guidelines. SHR announced the suspension of BMD services on May 22, 2007 to take the time to ensure that the staff and physicians received their ISCD certification and also to realign services and operations to meet the clinical practice guidelines. BMD services resumed June 26, 2007.

Currently the SHR Nuclear Medicine Department has 12 ISCD trained and certified technologists who perform BMD testing. There are also at least 6 ISCD trained and certified physicians who can report BMD Studies.

As a result of the suspended services, over 800 clients had their tests rescheduled. All the delayed patients had their BMD testing by the end of summer 2007. Wait times were 36.14 weeks in July 2007 and have decreased almost 49%, with the current wait time for BMD studies at 17.57 weeks. Trending shows that the wait time will continue to decrease. Changes made to the SHR BMD Program include:

- Improved Requisition which aids in appropriateness of the study, triaging of the patient, and enhanced clinical history
- Meeting the Canadian Panel of the ISCD standards, which defines standardization related to who should undergo BMD testing, serial BMD monitoring and BMD reporting
- Updated Processing Software

An international **shortage of radioisotopes** occurred after Atomic Energy of Canada Ltd. temporarily shut down its Chalk River, Ontario, National Research Universal reactor in November 2007. This affected Nuclear Medicine's access to radioisotopes for about 1 month. Some medical tests were rescheduled including myocardial perfusion, bone, thyroid and hepatobiliary scans. Approximately 55 patients were rescheduled based on the urgency of the test requested.

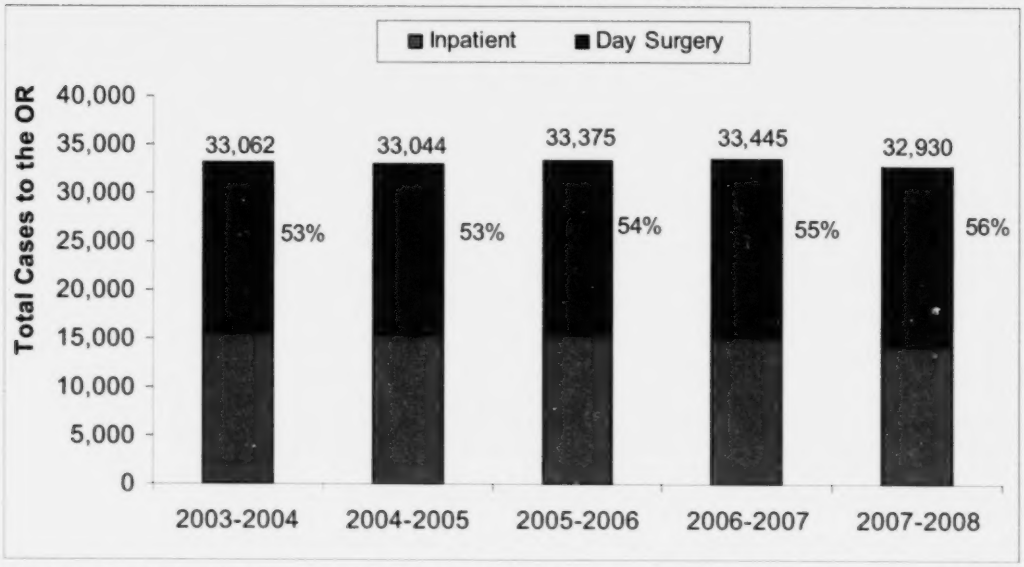
Surgery Services

The data in the following two charts includes all surgical procedures performed in the Saskatoon Operating Rooms, including paediatric dentistry cases. (Union job action resulted in 109 postponed surgeries in July 2007.)

The first chart shows the total number of cases to the operating room in each of the last 5 years. While total volumes have been fairly constant, the proportion of day surgery cases has been slowly increasing. The second chart shows the total operating room hours utilized by inpatient and day surgeries over the same time period. Total operating hours

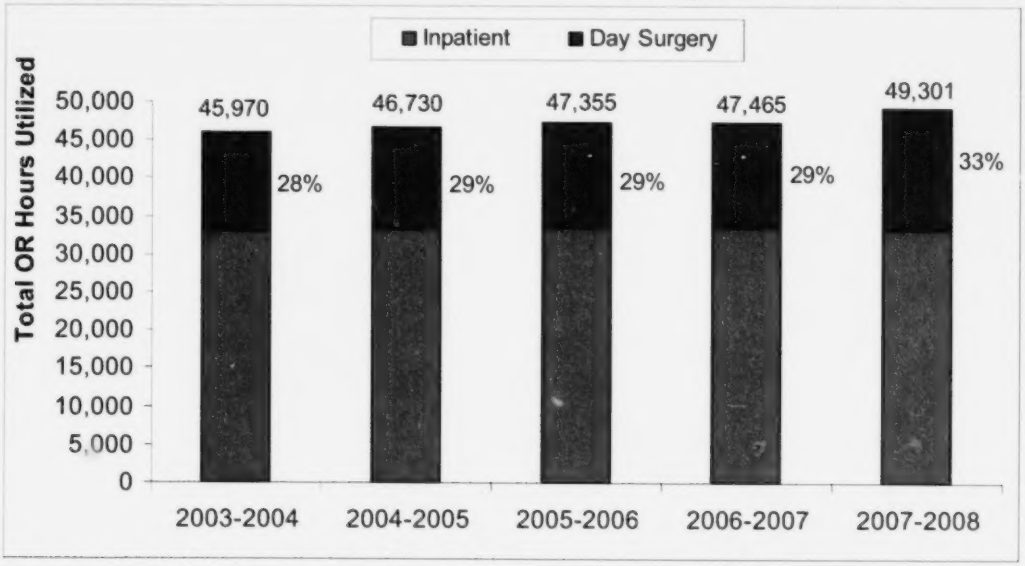
utilized has increased over 5 years and the proportion of those hours utilized for day surgery has also increased.

Total Cases to the Operating Room – Inpatient vs. Day Surgery, 2003-2004 to 2007-2008



** Includes Paediatric Dentistry cases (2006-07 & 2007-08) in the OR & Hospital Dentistry Clinic (Apr-Aug 2006).*

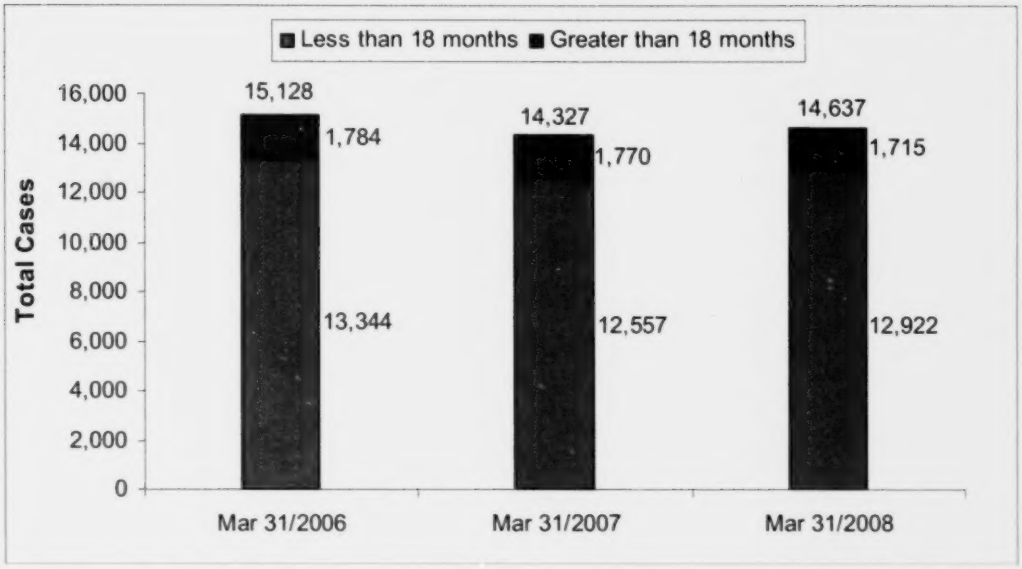
Total Operating Room Hours Utilized - Inpatient vs. Day Surgery, 2003-2004 to 2007-2008



** Includes Paediatric Dentistry in 2007-08 only; 2006-07 hours are not available.*

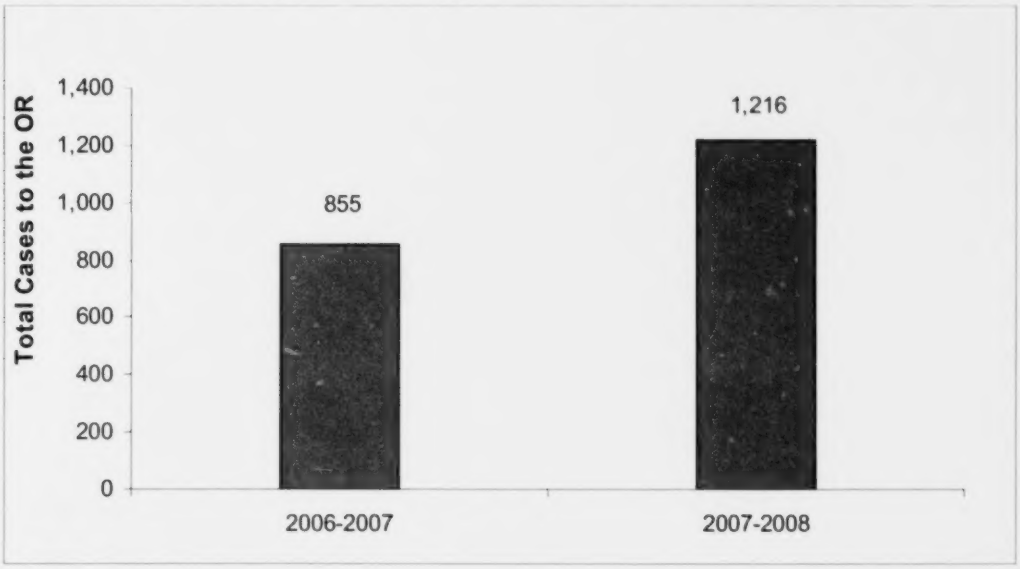
The next chart shows the total number of surgery cases on the waiting list as of March 31 of each year. The data includes all surgery cases on the wait list whether or not a surgical date has been assigned. During 2006 and 2007, a significant volume of Paediatric Dental patients were added to the SHR surgical waitlist. The total waiting list has decreased by -3.2% (491 cases) since March 2006. The number of patients waiting longer than 18 months has decreased by -3.9% (-69 cases) since March 2006.

Total Cases on the Waiting List, March 31, 2006 to March 31, 2008



In August 2006, paediatric dental cases began to be performed in the RUH Operating Room. Prior to that, these procedures were performed in the University of Saskatchewan's Dental College or in the Hospital Dentistry Clinic. The total volume of paediatric dentistry cases performed in the RUH operating room has increased by 42.2% (361 cases) from 2006-2007 to 2007-2008

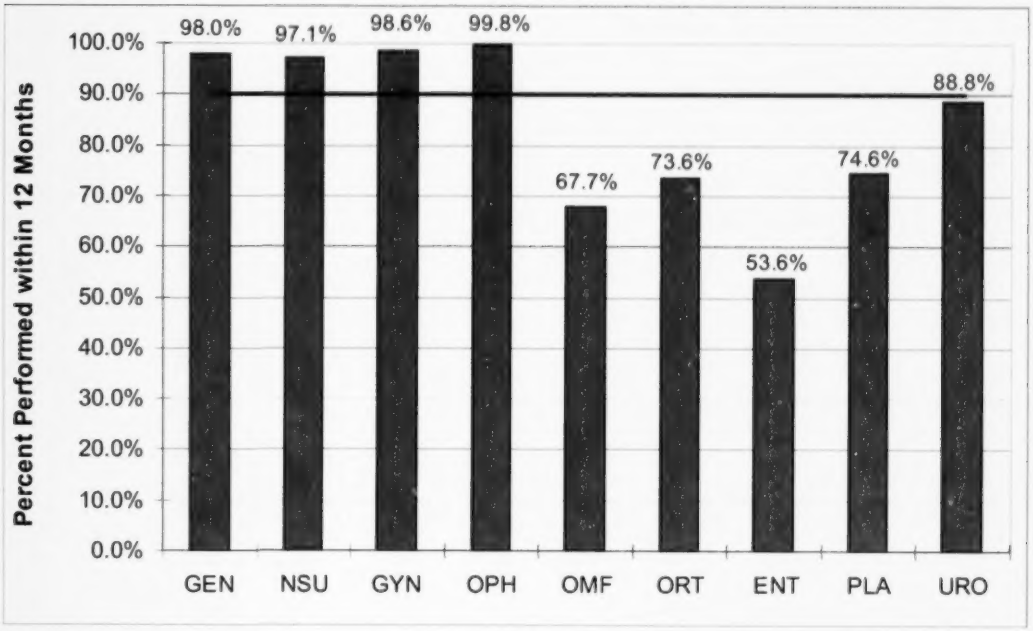
Total Paediatric Dentistry Cases to the Operating Room, 2006-2007 to 2007-2008



The Health Region continues to focus upon improving the rates for completion of surgery in targeted time frames. The Health Region was below the overall Ministry targets for surgical cases completed within targeted time frames for Priority Level I, II, and III, but

was closer to achieving the target for Priority Level IV. Overall, the Health Region's results for surgeries completed within the target time frames are similar to 2006-2007 with improvements noted in some specialities. The region is also continuing to work with the province in refining the urgency categorization processes which include revisions of the scoring tools.

Priority Level IV – Percent of Surgery Performed within 12 Months, 2007-2008



Abbreviations used for surgical areas:GEN - General; NSU - Neurology; GYN - Gynaecology; OPH - Ophthalmology; OMF - Oral Maxillofacial; ORT - Orthopaedics; ENT - Ear, Nose, Throat; PLA - Plastic and URO - Urology

Alcohol and Drug Programs and Services

For adult and youth admission to inpatient services the wait time dropped since 2006-2007 (Adult from 23.2 to 14.3 and Youth from 4.8 to 2.8 days). Similarly the wait times for admission dropped for detoxification services (from 0.8 to 0.1 days) and stabilization services (from 1.3 to 0.7 days). Wait time data for new Alcohol and Drug Program services has only been monitored for 5 quarters and it is difficult to determine if there is a consistent trend.

Primary Health Services

The percentage of population with access to a primary health care team has not changed since 2006-2007. Some urban Saskatoon areas are covered by more than one team which is the reason for the relatively small percentage of coverage reported compared to the number of teams in place. The number of people using the HealthLine has remained fairly consistent.

Saskatchewan Health performance dashboard indicators for access to quality services are provided below.

SASKATOON HEALTH REGION 2007-2008 RESULTS	
Number of patients as a percentage of agreed on target for magnetic resonance imaging (MRI) services *2007-2008*	97.1%
Number of patients as a percentage of agreed on target for computed tomography (CT) services *2007-2008*	92.0%
Percentage of Priority Level I, II, III and IV surgical cases completed within target time frames *2007-2008*	Priority I 57.7% Priority II 36.6% Priority III 59.8% Priority IV 83.4%
Number and percentage of surgical cases on wait list that have already waited over 6, 12 and 18 months	6 months N= 5,527 40.0% 12 months N= 2,945 21.3% 18 months N= 1,619 11.7%
Cumulative number of surgical cases performed as a percentage of target and variance from target	98.5% Variance = -506
Average wait time for admission to alcohol and drug outpatient services (days) *2007-2008*	8.7
Average wait time for admission to alcohol and drug inpatient services (days) *2007-2008*	Adult 14.3 Youth 2.8
Average wait time for admission to alcohol and drug detoxification services (days) *2007-2008*	0.1
Average wait time for admission to alcohol and drug stabilization services (days) *2007-2008*	0.7
Percentage of RHA population with geographic proximity to primary health care teams *March 2008*	24.4%
Number of discrete clients receiving primary health care services in the RHA	Q1 12,318 Q2 11,354 Q3 10,995 Q4 13,722
Number of persons receiving service from HealthLine for the RHA	35,923

Goal 2: Effective health promotion and disease prevention

In our Strategic Plan, we identified partnerships with Aboriginal communities and the development of an Aboriginal health strategy to address disparities in health status within our Health Region as strategic goals. We also identified the reduction of smoking rates, the improvement of public confidence in the care and services we deliver, and an increased awareness of the importance of healthy lifestyles as results we wanted to achieve. We made some progress on our goals but need more focus and effort to move forward on those where limited or no progress has occurred. Some of the things we accomplished in 2007-2008 are listed below.

Building Health Equity Project

A Building Health Equity team was initiated January 2007 in response to findings of the health disparities study. As part of our Building Health Equity initiative we enhanced public health services and co-located them at the Food Bank and Learning Centre, Inc. Other new initiatives included: the creation of new positions of community capacity builders within Saskatchewan RHAs; the opening of a new Health Clinic at WP Bate Community School; and offering nursing and public health inspection services onsite at the 6 core neighbourhood schools in the health disparity research catchment area.

Live Well™ Chronic Disease Management (CDM) Program

SHR is providing leadership at the provincial level for the development of chronic disease programming. SHR has completed 2 years of a three-year contract. Leaders in the Stanford Chronic Diseases self management program Live Well™ with Chronic Conditions have been trained in all health regions except Heartland, Mamewetin Churchill and Athabaska. There are also 19 trained aboriginal leaders in SHR and Sunrise Health Region, trained through a grant from the Public Health Agency if Canada. SHR produced 10 digital stories from 10 aboriginal leaders illustrating the success of the program.

CDM is an approach to health care that emphasizes helping individuals to maintain independence and health through prevention, early detection, clinical management and self-management of chronic diseases. The benefits of managing chronic disease are highly cost-effective compared to medical interventions for episodic care. Integration and coordination of services throughout the continuum of care promotes a "one-stop-shop" guide to individual choice and personal responsibility for health. A few examples of some LiveWell CDM programs are:

Patient Education Centre - The centre is home to Cardiac Rehabilitation, Diabetes, Respiratory and Rheumatology Education Programs. All programs offer individual and group education for inpatients and outpatients. Many of these programs involve a team of healthcare professionals. The Diabetes, Cardiac Rehabilitation, and Respiratory programs and services are offered beyond the Saskatoon Health Region boundaries.

SleepWell Program - The program has been able to show that changes in the testing procedure can reduce the number of people requiring on-site overnight testing thus reducing the wait list and also reducing costs. Between November 2006 and October 2007 wait times decreased by 6 months for people waiting for overnight testing in the Sleep Lab.

Chronic Obstructive Pulmonary Disease (COPD) - Programming changes to improve care delivery for COPD patients has been able to demonstrate reductions in utilization of acute care services. Observed reductions over a 1 year period were: 44% for emergency department visits (reduced from 32 to 18 visits), 56% for hospital admissions (reduced from 36 to 10 admissions), and 61% for hospital days (reduced from 293 to 112 days). Other reductions measured were: 44% for ICU days (reduced from 90 days in the first quarter of 2007-2008 to 39 days in the second quarter) and 22% in the average length of stay (reduced from 9.0 days in 2002-2003 to 7.9 days in 2006-2007). A reduction of 23% occurred for unplanned readmission rates between 2001-2002 and 2004-2005 (from 30 readmissions per 100 patients to 23.3 per 100 patients).

Heart Function Program - The program follows Chronic Heart Failure (CHF) patients post-discharge to review and reinforce key CHF management messages - medication management, salt reduction, daily weighing and warning signs/symptoms. Since 2005, 844 people have received post-discharge follow-up services and the 30-, 60- and 90-day readmission rates have been reduced.

Physician Practice Program - The program for diabetes has shown a reduction in the Haemoglobin A_1C levels of patients from 9.0% to 7.5% where the normal range is 4.5 - 6.5%. The triage system was also revised and this has reduced wait times from 3 months to 3-4 weeks.

FEAST - Food Education and Standards Training

The FEAST initiative was introduced as a result of the findings of a research study conducted under an Executive Training for Research Application (EXTRA) fellowship program. The study examined approaches for improving nutritional outcomes for elderly residents in special care homes throughout the Health Region. This initiative has moved from the education and awareness phase into regional planning and development, with provincial standards on the horizon. The Health Region re-evaluated its special care home menu selections and the way nutrition is taught to staff as a result of this work.

Comprehensive Tobacco-Free Policy

April 2, 2007 the Health Region implemented a policy that made the Health Region's facilities tobacco-free. The Health Region eliminated tobacco use on the grounds of the buildings owned and/or operated by the Health Region. We offered one-time cost-shared nicotine replacement therapy (NRT) to staff. This supportive measure will continue until August 2008. SHR patients, clients and residents were provided with access to NRT, at no cost, upon admission to a facility. This access will continue until April 2009. Certified mental health inpatients and involuntary Addicition Services clients will be provided with NRT beyond March 2009.

Injection Drug Use (IDU) Strategic Planning Framework

Public Health Services (PHS) supported the development and production of "*Building Partnerships for Health - A strategic planning framework for injection drug use in Saskatoon*" to act as a foundational tool for stakeholders working to improve services and address population health determinants related to injection drug use in the health region. The document expanded stakeholder recommendations to include a review of literature and good practices. The document was presented and shared with over fifty service providers, community organizations, and other service groups in the SHR. Facilitation, coordination and participation by PHS (and other service branches in the SHR) in the activities of the four working groups of the Injection Drug Use (IDU) Partnership are on-going. Highlights of these activities include collaborative priority setting, development of a comprehensive community-owned online directory, creating position statements related to harm reduction and youth engagement, research related to community and client service needs, involvement in the homelessness/housing dialogue, and ongoing partnership building within the region.

Pandemic Influenza Planning

The Health Region actively participated in the new provincial structure, initiated by Saskatchewan Health, for pandemic planning in Saskatchewan. The provincial structure includes North and South Pandemic Forums and the Provincial Pandemic Steering Committee. Consequently, the SHR Pandemic Plan will mirror the provincial work as it is completed to ensure consistent pandemic plans across the province. The Health Region continued to provide education to staff and the public about pandemic influenza. Eight (8) education sessions were held in the 2007-2008 fiscal year, which involved approximately 350 people. Four (4) education sessions are already booked for the 2008-2009 year.

West Nile Virus Prevention

In this year, the Health Region responded to approximately 26 media requests from 8 television stations, 8 radio stations and 7 newspapers for interviews or information. In addition to these media requests, 4 press releases were issued in response to increased risk indicators. Health Region staff worked on case follow-up and coordinated with their civic and municipal partners on mosquito surveillance, habitat source reduction, larval and adult mosquito control and personal protection messages. Public Health Services will continue to work with partners and to further strengthen communication strategies around risk and risk reduction in anticipation of this emerging pathogen.

Infection Control - Hand Washing Campaign

The Infection Control department promoted hand washing and the use of alcohol-based hand sanitizer before and after contact with patients. Other communications focused on proper respiratory etiquette to reduce exposing others when staff cough or sneeze. Respiratory etiquette and hand hygiene can help stop the spread of influenza. Hand washing can also prevent the spread of other organisms, such as norovirus, *Clostridium difficile* and MRSA. The prevention of the spread of infections has become very important with Public Health reporting increased numbers of MRSA, norovirus and influenza cases over the last few years.

Staff Immunization

It is particularly important for health care workers and essential services workers to get annual flu shots. Health care workers who are not immunized may get the disease themselves; and they may pass the disease on to patients and to their own family. In 2007-2008, the Health Region provided immunization to 65% of our health care staff. Although this immunization rate is 25% higher than last year, the Health Region wants to achieve an 80% immunization rate to provide the best protection for people in our facilities.

Goal 3: Retain, recruit and train health providers

Our strategic direction to *Transform the Work Experience* identified the need to create a healthy workplace and enable staff to make healthy lifestyle choices. Our goals are: to have enough of the right people with the right skills to do the right work; to develop a

workforce that is more representative of the population we serve; to increase team work; and to commit to a culture of workplace safety.

We are facing significant challenges in building and retaining our workforce. The average age of our staff is now 43.7 years, but statistics indicate that the average age of employees is stabilizing as older employees retire and younger workers are hired. Based on March 31, 2007 data 34.5% of all SHR staff covered by the Saskatchewan Healthcare Employees Pension Plan will be eligible to retire by March 31, 2012.

Although the Health Region has been actively recruiting to fill positions, it has not always been successful in attracting new employees. This has resulted in some professional positions remaining vacant for long periods of time. The ability to attract new staff is partially affected by a limited supply of new graduates from educational programs. This will continue to be a concern until the provincial funding for additional education seats (announced in 2007-2008) results in more graduates. We are also experiencing a high degree of staff movement between internal positions, which contributes to continual recruitment and orientation cycles. The cost of recruiting, orientating and training staff is significant. Shortfalls in staffing also contribute to overtime costs and may result in temporary closures or reductions in service delivery when it is unsafe to continue to provide care.

Human Resource Planning

Workforce Action Plan (2008-2011) - A new three year workforce action plan (2008-2011) has been developed. It is driven by the Saskatoon Health Region's five strategic directions.

With transformation of their work experience people working in the Region will be supported as they transform the care and service experience of patients and clients and partner with Aboriginal people for improved health. The plan was designed to respond to challenges identified by senior leadership, managers, unions and employees. Implementation of the plan will stabilize the workforce through increased recruitment, by enabling staff to work to their full scope of practice and supporting managers so they can more fully support staff. Relationships with key stakeholders such as unions, educational institutions and affiliates will be strengthened and efforts to ensure safe and effective workplaces will be enhanced. The plan identifies a number of key indicators which will allow the success of the Workforce Action Plan in transforming workplaces to be assessed.

For more information http://www.saskatoonhealthregion.ca/join_our_team/why_choose_us.htm.

SHR and College of Medicine Joint Medical Human Resource Document (MHRD) - This is an evidence-based discussion document developed by an external consultant. The final document was delivered in May 2007 and has formed the basis of detailed planning by every medical department and division in SHR and the College of Medicine regarding human resource needs through 2011. Extensive consultation has also been done with external partners and stakeholders including the Ministry of Health, the Saskatoon Regional Medical Association, the Saskatchewan Medical Association, Regina Qu'Appelle Health Authority and the Saskatchewan Cancer Agency. Final approval of the MHRD by

the Saskatoon Regional Health Authority and College of Medicine is expected by the end of June 2008.

Initiatives to Retain and Grow Talent

Leadership and Management Development Program - The Health Region has invested in programs and education to develop leaders for the future and to facilitate succession planning. The inaugural session of the SHR Succession Management Program occurred in January 2008. There are two development streams, one focused on the development of senior managers (15 participants) and the second on the development of front-line managers (35 participants). The participants include people from the Health Region and other healthcare organizations. The programs are for 18 months with learning sessions scheduled through to December 2009. Program resources are posted on our internal *InfoNet* website and can be accessed by anyone with a SHR network account.

Dyad Leadership Model - The Health Region continued to develop a model which engages physician leadership through the pairing of SHR Directors with physician co-leads for clinical programs. At the end of 2007-2008 there were 27 physician leaders linked to 17 Directors, with dyads in acute care and long-term care, and in both urban and rural. The model has supported a more integrated approach to planning and operational management. It ensures that physicians are part of the assessment of clinical practice and have input into the design and implementation of care and service improvements.

Executive Training for Research Application (EXTRA) - The Health Region supported three staff members and one physician to develop their research skills through participation in the EXTRA program. It is a fellowship program offered by the Canadian Health Services Research Foundation (CHSRF) http://chsrf.ca/extra. The projects undertaken by EXTRA fellows help them gain experience and develop skills to: 1) acquire and use research-based evidence to assess issues and problems and analyze alternative courses of action; 2) design and implement a change management intervention of strategic importance to the organization, and use data and research information in decision-making with greater confidence; and 3) communicate and teach the skills needs for improved use of research in the management of health organizations.

The EXTRA fellows and their research topics are listed below.

- Bette Boechler's research study *"Changing Practice: Building a Culture of Patient Safety in a New Maternal and Children's Hospital"* was an opportunity to shape a safety culture tool for staff that is evidence-based and aims for a positive impact on the patient experience.
- Dr. Geoff Johnson's project *"One Small Step for Orthopaedics, One Giant Step for Quality: Adoption of Quality Measures for Hip and Knee Replacement Arthroplasty"* investigated ways to establish performance measurement standards in orthopaedic care and embed them into departmental and regional structures.
- Noella Leydon undertook a project called *"Malnutrition in Continuity of Care: No One's Problem and Everyone's Problem - An Integrated Approach to Improving Nutritional Outcomes, and Therefore the Quality of Life for Residents of Special Care Homes in the Saskatoon Health Region"*. The results of this study have led to a new initiative called FEAST - Food Education and Standards Training.

- Leanne Smith was seeking methods of meaningfully integrating patients and families into the planning process for the new maternal and children's centre. Her project was *"Patient and Families: Partners in Transforming a Health Care Service."*.

Workforce Redesign - SHR is committed to building a workforce that works to its full level of competency and scope of practice. We continue to assess work units and reassign work to appropriate care providers. This has led to increased use of the knowledge and skills held by administrative personnel, continuing / special care aides, licensed practical nurses, registered nurses, therapy assistants, therapists, pharmacists and pharmacy technicians. In some cases, the Health Region has financially supported practitioners to build their knowledge base to support the changes we are making. In January 2008, SHR received funding from the Ministry of Health to expedite our work redesign. People Strategies and Interprofessional and Nursing Affairs portfolios will lead this work. The Health Region will be using the knowledge we have gained from past research we have participated in and are currently engaged in to inform this work. A Canadian Health Services Research Fund supported project, lead by the Colleges of Commerce, Pharmacy, Nursing and Medicine, will provide a base for some of the decisions made.

Health Workforce Employee Retention Program - The Health Minister announced project funding under this program in September 2007. The Home Care, Client and Patient Access Services, and Palliative Care service group received a grant for $86,100 to develop case management education tools. These include curriculum and on-going learning models to ensure competency of new and existing case managers. The Acquired Brain Injury (ABI) Outreach Program received $43,000 to fund professional development and to create an information kit for patient/family support, which will help ease the workload of the ABI outreach team. The Urological Surgery Unit at SPH received $9,700 to develop a centre of learning for patients undergoing urological surgery and for their families. This project will help reduce staff members' workload by allowing patients to use a learning centre to become more knowledgeable about the related health issues. The centre would also provide staff with materials to aid them in their clinical practice and knowledge.

Initiatives to Recruit and Attract Talent

Nursing Recruitment Trip - SHR was 1 of 5 Saskatchewan health regions that sent representatives on a nine-day nursing recruitment trip to Manila, Philippines. Before travelling to the Philippines, the recruiters committed to an ethical recruitment process so as not to adversely affect local Philippine hospitals and communities. Our target was to have at least 75-100 Filipino nurses relocate to our Health Region. One hundred and five (105) Filipino nurses accepted offers to work in SHR and are expected to begin arriving early in 2008-2009.

Employee Referral Program - This program is an initiative which provides referral rewards for those members of our staff, physicians, and registered volunteers, who are able to help us recruit health care providers into difficult to recruit positions. In 2007-2008, 16 referrals were received which were eligible under the criteria of the program.

Careers Website - The website is designed to support both potential and existing employees in making the best choices at all stages of their careers. The career coach folder

is used to market the website to career councillors across the country. The link is http://www.saskatoonhealthcareers.ca/.

Representative Workforce - This strategy focuses on initiatives that recruit, retain, and facilitate employment of Aboriginal people. Our target is an increase in self-declared Aboriginal employees from 2.7% to 4% by 2010. **Aboriginal Awareness training** for staff provides the opportunity to build a foundation of knowledge about First Nations and Métis peoples and to understand how this knowledge contributes to a culturally competent workplace. The Health Region's intent is to prepare a workplace that is respectful and inclusive. In 2007-2008 we provided 50 training sessions to 1256 participants.

Step Into Health Careers Employment Program - The Health Region continues to offer this successful program. It was designed to enhance participation of a representative workforce, with an emphasis on initiatives for Aboriginal people to reflect current and future demographics in the region. The program is 18 weeks in length and provides 18 women and men with the opportunity to learn, receive work and mentorship experience, and gain an understanding of how the Health Region works. The program, which began in 2007, has gone through two cycles. The program content included the sterile processing technician certification; employability skills; basic computer training; Food Safe training; Transfer, Lifting and Repositioning (TLR) training; great customer service; SHR safety orientation; Aboriginal awareness; First Aid and CPR. During the first program, 12 participants were employed within Sterile Processing and Distribution in May 2007. Those people have remained employed with SHR. During the second cycle of the program, which ended February 15, 2008, 15 people graduated and 12 were offered employment within SHR. The third cycle began March 2008.

Changing Workforce - In preparation for a changing workforce, the Health Region has continued to offer awareness workshops. *"Four Generations – One Workplace: Recruiting, Retaining and Leading the Changing Workforce"* had 320 participants in 14 sessions. *"Becoming a People Centred Leader: Retaining and Engaging Employees through Coaching Conversations"* had 126 participants in 8 sessions. In November 2007 we launched the development of *"Contagious Kindness, the Power of Positive Workplaces"* and recruited staff facilitators to deliver the program. The newest workshop is in the pilot stage and will be launched in the fall of 2008-2009. It is about self-care, self-responsibility and self-accountability and the creation of a workplace where people feel valued, heard and respected. These workshops are offered to help develop awareness of how behaviours and attitudes affect the work environment and to foster the changes that build positive workplaces.

Recognition of Achievement

BRAVO Awards - In March 2008, more than 1,000 employees, physicians and affiliate members celebrated this year's awards. Nominees were put forward by their peers in categories such as quality, teamwork and philanthropy. Ninety-one (91) individuals and teams received a plaque, gift and signed book written by Dr. Lou Hortick.

Long Service Recognition - The Health Region continued to recognize the service of employees and physicians through the celebration of milestone anniversaries of ten or

more years of service. Nine hundred and forty-eight (948) employees and physicians with anniversary dates occurring between April 1, 2006 and March 31, 2007 were honoured.

Muriel Jarvis Award - This award was established in 1998 and celebrates a Health Region or affiliated agency staff member that exemplifies making a positive difference in the lives of others. The 9th annual award winner was Jackie Mann.

Women of Distinction Awards - These awards are sponsored by the YWCA in Saskatoon. Dr. Lila Rudachyk, Head, Department of Physical Medicine and Rehabilitation was recognized for her work caring for others who need specialized care due to a stroke, catastrophic events resulting in paraplegia, quadriplegia or acquired brain injury, and acute and chronic pain. Her many volunteer endeavours were also noted.

Saskatchewan Healthcare Excellence Awards (SHEA) - Three awards recognized people or services from our Health Region. *Joy of Jammin'* is a mix of recreational and occupational therapists and mental health advocates who are changing public perceptions about mental health illness through music and storytelling. *Dr Suzanne Sheppard*, Director of Physical Therapy, who takes an innovative approach to evidence-based programs, is improving the quality of life for people living with chronic diseases. *Drs. Bill Bingham, Maryam Mehtar, and Michelle DuRussel* collaborated with local community groups to establish the first paediatric clinic in a Canadian school.

Top 100 Most Powerful Women in Canada Awards - The Toronto-based Women's Executive Network (WXN) recognizes women in 8 different categories. Maura Davies, President and CEO of Saskatoon Health Region was recognized in the Public Sector Leader category.

Bruce S. Schoenburg International Award in Neuro-epidemiology - This prestigious award is granted by the American Academy of Neurology. Dr. José F. Téllez Zenteno was recognized for significant contributions to research in the areas of Myasthenia Gravis and Migraine while he worked in Mexico and in the area of Epilepsy here in Canada.

Workplace Safety and Employee Wellness

Sick Leave Time - The Health Region continued to experience high levels of **sick leave time** for employees who are members of the Service Employees International Union (SEIU) and the Saskatchewan Union of Nurses (SUN). The SEIU level of 92.24 hours per full time equivalent (FTE) is up slightly from 2006-07. The 2007-2008 SUN level of 94.79 hours per FTE is also a slight increase from 2006-07 but the rate is still lower than the 98.79 reported in 2005-2006. Sick leave for employees in the Health Sciences Association of Saskatchewan (HSAS) was 66.62 hours per FTE which is a slight decrease since 2006-2007 but higher than the 2005-2006 rate of 59.94. Out-of-scope sick / Other (which includes non-unionized workers in affiliates) sick leave was 53.25 hours per FTE which is similar to the last 3 years.

Worker's Compensation Board (WCB) - Rates are tracked provincially and locally as a measure of safety and health of employees. These rates are calculated based upon WCB

claims and days lost. Our increased focus in this area has been influential in receiving a WCB Certificate of Achievement with a decrease in premiums of 6% for SPH and 4% for SHR. Our rates for WCB lost-time claims per 100 FTEs steadily dropped from 9.88 in 2004-2005 to 7.13 for this year. The WCB lost-time days per 100 FTEs followed a similar pattern, decreasing from 381.89 in 2004-2005 to 346.19 in this year.

The Health Region has an Employee Wellness Services department to assist in addressing issues related to workplace absence and employee wellness. This department provides consultation and coordination of return to work programs, education and coaching for attendance support programming, referrals for intervention options, participation in the duty to accommodate process, evaluation of disability management processes, and liaison for insuring agencies.

The active cases in the Return to Work (RTW) and Duty to Accommodate programs were 247 as of April 1, 2007 and by March 31, 2008 the number of cases had risen to 565. This growth represents a significant increase in the support provided to both employees and managers in returning employees to the workplace in a timely fashion. There were 1013 intakes to the program with 733 RTW programs initiated. Over the same time there were 942 file closures for cases. Additional support was provided to Managers through 196 individual RTW consultations, 135 Attendance Support coaching sessions, and Attendance Support education and refresher sessions.

The Occupational Health and Safety Services have targeted safety education, including an orientation program for new hires (395 participants). They also worked with Managers to develop and submit departmental safety plans. Material Safety Data Sheets were placed on the internal *InfoNet* June 2007 to make safety information more readily available to staff.

Wage Driven Premium Hours

The highest rates for wage driven premium hours occurred for employees who are members of SUN. The Health Region's rate for SUN has increased in each of the last 3 years and currently stands at 63.96 paid overtime hours per FTE (the rate was 38.26 in 2004-2005). The SEIU rate has also increased since 2006-2007 and is now at 41.98 (the rate was 19.76 in 2004-2005). HSAS rates have actually dropped to below the 2006-2007 rates and now stand at 10.26. Out-of-scope / Other wage driven premium hours have fluctuated over several years, ranging from a low of 1.97 in 2005-2006 to a high of 3.11 in 2007-2008. Overtime may be caused, in part, by staff shortages where existing staff take additional shifts to ensure the continuity of services. Extended hours of work by Out-of-scope staff during union job action could also be a factor in the reported rates of premium pay. Health Region staff are also growing older and experience the same health issues as the general population, thus requiring more time away from their jobs. When staff members are unable to work due to sick time or another type of leave, the alternate coverage is often at overtime rates. The Health Region tracks payroll-related information through routine financial reporting in order to monitor levels of overtime and payroll costs against budget.

Saskatchewan Health performance dashboard indicators for retaining, recruiting and training health providers are provided below.

SASKATOON HEALTH REGION 2007-2008 RESULTS	
Number of sick leave hours per full time equivalent (FTE) by affiliation *2007-2008*	SEIU 92.24 HSAS 66.62 OOS/Other* 53.25 SUN 94.79 All affiliations 86.12
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation *2007-2008*	SEIU 41.98 HSAS 10.26 OOS/Other* 3.11 SUN 63.96 All affiliations 39.97
Number of lost-time WCB claims per 100 full time equivalents (FTEs) *2007-2008*	7.13
Number of lost-time WCB days per 100 full time equivalents (FTEs) *2007-2008*	346.19

** The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.*

Goal 4: A sustainable, efficient, accountable, quality health system

Two of the key strategic directions set out in our new Strategic Plan complement this goal - *Transforming the Care and Service Experience* and *Building a Sustainable, Integrated Health System.* SHR's Strategic Plan recognized our need to develop an organizational understanding of system integration and to create an appropriate integration model for the Health Region. We are realigning acute care services to improve quality and efficiency and have continued to plan the new Maternal and Children's Hospital. We are also in the process of developing and implementing a regional community health services strategy. Some of our 2007-2008 accomplishments in the area of sustainability, efficiency, accountability and quality are highlighted below.

Quality and Safety Activities

Quality and Safety Summit - In March 2008, the second annual summit was hosted by the Health Region and approximately 285 participants attended sessions and viewed the quality and safety posters. The 2008 SHR *Quality Awards* honoured 3 project teams including: the Acute Myocardial Infarction (AMI) Collaborative, Heart Health Services; Changing Practice: Improving Safety Culture, Acute Care Services; and Optimizing Skin Care, Quality Services.

The Health Region would like to acknowledge the families, who each year, have shared their experiences through telling their story at this summit. This year a family told us their perceptions and feelings about the service and care provided for their child. They also talked about the ways they wanted to be involved in the care and decisions that affected their loved one. The generosity of this family in talking publicly about their experience touched everyone and showed what patient and client centred care could and should be.

National and International Forums - National and international forums expose participants to innovative ideas and initiatives from other organizations which can be adapted or adopted to improve the quality and safety of services provided by our Health Region. These forums provide examples on how to identify areas that are having difficulty, different approaches that have been taken to address the issues, and the characteristics of a

workplace environment that are major factors in successful changes that deliver better services and achieve better outcomes.

Patient- and Family-Centered Care Conference - A group of 4 people from the Health Region attended this conference which showcased innovative health care programs that are committed to meaningful collaboration with patients and families. The sessions included examples of how the patients and clients were involved in planning, delivery and evaluation of care as well as having input to the design and development of new facilities.

Halifax 7: The Canadian Patient Safety Symposium - SHR partnered with the Health Quality Council of Saskatchewan to host the Live Webcast of the symposium October 11 – 13, 2007. The Symposium theme was *"Controversies in Healthcare Safety."* and participants were provided with a better understanding of the phenomena of health systems hazards, the behaviours of patients and healthcare providers, environmental and organizational factors, and the role of regulators. The Health Region funded 5 people (staff and physicians) to attend this symposium in person. Approximately 85 staff participated in the webcast event. In addition, SHR was proud to be a Silver Sponsor of the Halifax 7 Symposium.

Institute for Healthcare Improvement (IHI) National Forum on Quality Improvement - The satellite broadcast of this forum was on December 11 - 12, 2007. The National Forum is the "meeting place" for people committed to the mission of improving health care. This annual event draws 5,500 health care leaders from around the world in person, and an additional 6,000 via satellite. There were 5 people (staff, physicians and an Authority member) who attended the sessions in person. Attendees reported back to the organization on tools that have potential for application within the Health Region. The Emergency Department Physician and Director co-leads have since used the information they gained to initiate improvements in the Emergency Department. One-hundred and fifty (150) participants were in attendance at the satellite broadcast hosted by SHR.

QSite - In September 2007, SHR launched a new website that brings quality, safety, training, and resource materials together using web-based technology. The QSite on-line learning environment supports quality improvement initiatives across the Health Region by collecting and sharing best-practice and "lessons learned" about improving care and service delivery. QSite also offers on-line registration for workshops. QSite usage levels for the period September 1, 2007 to March 31, 2008 were: Number of QSite members: 438; Number of times QSite was accessed: 1569; Registered teams: 9; Active projects: 12.

SHR Quality Council - The council is a champion for system-wide continuous quality improvement (CQI) in the Health Region, including nurturing a culture of quality improvement and advancing the organization's patient safety agenda. The council serves in an advisory capacity to the President and CEO of the Health Region. Over the past year, the council fulfilled a number of roles and responsibilities including:

- Supporting the establishment of a vision for continuous improvement
- Recommending priorities for improvement
- Monitoring and assessing the quality of care and service delivery

Client Concern Resolution - The resolution times for client concerns reported to the Health Region meet best-practice standards and exceed Saskatchewan Health requirements. We met the best practice resolution standard 98% of the time. This service implemented a severity impact rating matrix in our Client Concern Handling System database. A revised reporting format was put in place that provided useful information to all levels of the organization. Reports are available to all SHR employees on Q-Site.

Safer Healthcare Now! - This is a Canadian initiative to advance patient safety. SHR, as part of its strategic plan, has committed to achieving results in six initiatives over the next three years. The Health Region is currently registered in 4 of the 6 initiatives.

Medication Reconciliation - The goal is to prevent harm and reduce adverse drug events across the continuum of care for all patients. This involves obtaining a detailed medication history from all clients in relation to all prescription and non-prescription medications they were taking at home. Healthcare professionals then use that list to write medication orders on admission, transfer and discharge of the patient. Medication Reconciliation on admission is now becoming a standard part of care in the three Saskatoon-based hospitals and Humboldt District Hospital. Next steps include engagement of additional rural sites and Home Care.

Intensive Care Unit (ICU) Outreach Program - The outreach program is designed to bring the expertise of the critical care team to the patient whenever and wherever needed in a hospital. SPH and SCH have implemented the outreach teams and are monitoring the impact of this program.

Ventilator – Associated Pneumonia (VAP) - VAP is the leading cause of death related to hospital acquired infections. The goal of this initiative is to prevent VAP by implementing four evidence-based interventions in all adult Intensive Care Units (ICUs). ICUs are monitoring the effectiveness of these initiatives in reducing the occurrence of VAP and improving patient outcomes.

Improved Care for Acute Myocardial Infarction (AMI) Patients - RUH Coronary Care Unit has been a pilot site since March 2007. Since enrolment in Safer Healthcare Now! they have achieved perfect care status in 6 of 7 components of the "bundle of care", and are on track to achieve perfect care in the final component.

Patient Safety Messaging Project - The Health Region is committed to partnering with patients and families. Part of this process entails encouraging patients and families to be involved in their care. The past year was spent gathering, refining and developing materials and a process to encourage patients and their families to speak up and get involved in their care from the moment they enter the health care system. The SHR external website will have a section dedicated to patient safety messaging. In addition, there will be a downloadable medication safety list which clients can carry with them.

Quality Outcome Indicators – Community Therapy Pilot - The Community Therapy Team in Rosthern and Wakaw developed an outcome indicator tool to measure client physical rehabilitation outcomes. The tool and a standard implementation guideline were piloted over a 6-month period. Revisions based on the pilot experience resulted in a reliable

outcome indicator tool and guideline. The pilot has also led to the development of a database for the Therapy program and the initial roll out to the rest of the rural area of SHR.

Accreditation

SHR continuously strives to improve our care and services. One of the approaches we use to do so is comparing what we do with national standards of excellence.

Canadian Council on Health Services Accreditation (CCHSA) - To begin the CCHSA process, 23 accreditation teams from different service areas completed a self assessment and provided documentation for the survey team. In November 2007, we welcomed a team of colleagues from across Canada who assisted us in measuring how well we are doing and identifying where we need to improve. This survey was the largest undertaken by the CCHSA. SHR received its accreditation decision of "Accreditation with Report" in March 2008. This decision provides the region with a three-year accreditation and requires follow-up over the first year on recommendations of high priority. Additional recommendations will be addressed over the three year period.

SHR was recognized for **two national leading practices.** One was the development of the Comprehensive Community Information System (CCIS), which was recognized as an innovative approach to neighbourhood development. The other practice was in Home Care where staff developed a unique and child focused family daily care plan for paediatric respite.

Pharmacy Residency Program Accreditation - In late spring 2007, representatives from the Canadian Society of Hospital Pharmacists visited the Health region and reviewed the Residency Program which offers a 1 year work experience for individuals with a pharmacy degree who are interested in hospital pharmacy practice. The program achieved "Full Accreditation Status" for another 4 years.

Commission on Accreditation of Rehabilitation Facilities (CARF) International - The Rehabilitation Centre at SCH has become the first inpatient rehabilitation program in Canada to receive accreditation from CARF. This is the highest level of accreditation that can be awarded to an organization and demonstrate rehabilitation services' conformance with standards established by CARF. The Acquired Brain Injury Outreach Team, Chronic Pain Centre and Rehabilitation Center joined their peers, the FIT for Active Living and Kinetik programs with this certification.

Laboratory Accreditation - Laboratories within Saskatchewan are licensed under the College of Physicians and Surgeons of Saskatchewan. Accreditation requires on-site inspection every 3-5 years. SHR laboratories at SCH, SPH and RUH were inspected November 13-15, 2007. Rural laboratories in Wadena and Watrous were inspected in December 6-7, 2007. Self inspections were completed in the following laboratories: Borden, Cudworth, Humboldt, Lanigan, Nokomis, Rosthern, Spalding, Wakaw, Watson and Wynyard. Results of the inspections have been received and planning is underway to address deficiencies identified.

Institute for Safe Medication Practices (ISMP) Medication Safety Self Assessment (MSSA)

The ISMP MSSA for Hospitals is designed to increase awareness of the distinguishing characteristics of a safe hospital medication use system. Twenty-six staff members participated in the self assessment. Members included Nursing, Pharmacy, Risk Management and Quality Services representatives from management, supervisory and front line staff at SCH, SPH and RUH. ISMP is not a standard-setting organization and self-assessment items do not represent a minimum standard of practice. Findings are intended for internal use and become more useful as repeat assessments are performed to monitor where improvements have been achieved over time. SCH, SPH and RUH completed an ISMP-MSSA in June 2004 and June 2007. A total score of 61.5% was achieved in 2007 compared to a corresponding score of 50.5% in 2004 (100% is the goal).

Efficiency Initiatives

Access and Flow Projects - The initiatives described under "Goal 1- Improved Access to Quality Health Services", also address efficiency in order to provide better access.

Lean Project - Laboratory Services, SPH - Laboratory Services was selected as the regional site to do a pilot project for process improvement using *Lean* thinking and for implementing improvements through the use of the *SCORE* methodology. The pilot took place from December 2006 to April 2008. The Lean Team and front-line staff conducted 3 Kaizen events which resulted in 19 projects and 20 "just-do-its". The first two Kaizen events concentrated directly on the work within Laboratory Services, while the third event concentrated on improving work processed on the wards, in the Test Centre, and in the Emergency Department in order to expedite specimen delivery to the Laboratory intake bench. Process improvements decreased the time it took for processing a specimen and generating the test results from 3 hours to 1 hour. This result can be achieved about 93% of the time. Next steps will be to introduce *Lean* thinking and *SCORE* methodology to the RUH and SCH Laboratories.

Service Alignment

Clinical Service Alignment is a key component of the Health Region's commitment to *Building a Sustainable Integrated Health System*. It is intended to improve access and quality of care and to enhance our teaching and research mission. It will help us achieve our strategic direction of building a more sustainable and integrated health system by reducing duplication of services, optimizing scarce human resources, and standardizing and improving how we deliver care. The plan, which will be carried out over 5 to 10 years, defines the future roles of our three urban hospitals. SPH and RUH will be the two sites for inpatient acute care, including surgery requiring hospital admission, medical beds, critical care, emergency departments and related diagnostic and support services. RUH will be the future site for both the new mental health facility and the new maternal child centre. SCH will continue to provide inpatient rehabilitation and geriatric services and care for medically complex patients who need to be in hospital but have completed the acute phase of their care. SCH will also be the centre for most ambulatory care and day surgery. The Health Region is committed to working closely with the affected staff,

physicians and unions in implementing these changes. The **first phase** of service alignment is complete.

In April 2007 the provincial government announced that RUH would be the site for a new children's hospital. The Maternal and Children's Health functional program was submitted and approved in 2007-2008 for consideration in the 2008-2009 provincial budget. A children's hospital is necessary to meet the needs of our growing communities and provide care appropriate to children and their families. The facility will blend obstetrical, newborn and paediatric services and will serve the needs of the province.

Pre-scheduled orthopaedic surgery was consolidated at SCH and trauma orthopaedic surgery at RUH. General surgery was consolidated at the RUH and SPH sites. These changes will make services sustainable over time, optimize the use of resources and contribute to the standardization of processes to provide timely, quality and safe care.

Planning for ambulatory care was initiated and will continue into 2008-2009. Changes in our service model will better coordinate and integrate health services across the continuum of care and streamline service delivery. The Health Region also wants to maximize ambulatory and day surgery services resulting in enhanced clinical and fiscal efficiencies and effectiveness.

Fostering Research, Learning, and Innovation

Through a partnership between the Health Region's Research and Innovation portfolio and the University of Saskatchewan Office of the Associate Vice President, Research, we are shaping a mutual vision to advance health research and innovation. Staff started one-on-one interviews and focus groups to engage health regions, the academic community, government and policy makers, the private and community sectors, clinicians and other professionals. The responses gathered from participants will determine how the partnership will advance health research and guide the development of the organizational structures and processes best suited to sustain it.

As part of "Pursuing opportunities for collaborative and business development with community, science, education, and business partners", the Research and Innovation portfolio has initiated and supported on-going health research and innovation collaborations among several key community stakeholder organizations such as the University of Saskatchewan, Canadian Light Source's BioMedical Imaging and Therapy (BMIT) Synchrotron Program, Saskatchewan Cancer Agency and the Vaccine and Infectious Disease Organization (VIDO).

This has resulted in several Canada Foundation for Innovation (CFI) and Canadian Institutes of Health Research (CIHR) grant applications being developed involving multiple departments within SHR including Public Health, Diagnostic Imaging, Surgery, and Pathology.

The Research and Innovation portfolio supported the development of a proposal that resulted in VIDO successfully receiving approximately $15 million in federal government funding to establish a new national non-profit research corporation called the Pan-

Provincial Vaccine Enterprise (PREVENT). PREVENT will bridge the gap between the country's university laboratories and the commercial development of vaccines.

Another interdisciplinary research group has been established with SHR, the Canadian Light Source and the University of Saskatchewan to further develop the vision of the Advanced Centre for Diagnostic Imaging and Therapy. SHR also has participated in the development in the Life Science Strategy for the Canadian Light Source as a National facility that resulted in subsequent development of CFI and CIHR grant applications and establishment of a standing Life Science Focus Committee with the purpose of on-going development of future scientific strategies in this important area.

The Rural and Remote Memory Clinic is a good example of how research informs clinical care. The clinic, which has operated since 2004, was developed as a research project to evaluate a new model for increasing access to specialized dementia care in rural and remote areas of the province. The clinic's multi-disciplinary team provides assessment, diagnosis and management of early stage dementia for individuals who live more than 100 kilometers from a tertiary care centre and incorporates telehealth as part of the service model. The funding partners of this study are the CIHR, University of Sakatchewan, Saskatchewan Health Research Foundation (SHRF), Alzheimer Society, and Telehealth Saskatchewan.

In 2007-2008, the Health Region approved 128 new research studies and closed 132. At the end of the year there were 271 studies on-going. The primary investigators in these studies fell into the following categories: 58 community-based physicians, 178 University of Saskatchewan faculty, 2 Health Quality Council researchers, 21 Health Region employees and 12 researchers in other categories. The types of research in progress could be grouped as follows: 40 behavioural studies, 6 chart audits, 122 clinical studies, 86 clinical trials, 2 program evaluations, 12 quality improvement studies and 3 in the other category.

Assessment of Health Region Facilities

The assessment was conducted by VFA Canada Inc.. Current and anticipated facility deficiencies were defined and documented and their cost estimated. A Facility Condition Index was reported for each facility based on a calculation using deferred maintenance costs and replacement value. Many of our facilities have high risk deficiencies. Deterioration is accelerating as critical repairs displace routine maintenance. Funding is not keeping up with inflation and actual capital infrastructure funding is well below industry average. Approximately 40% of the 2007-2008 Block Infrastructure grant was spent on unplanned repairs due to failures.

Investments in Major Capital Projects for Facilities

Needs and risks related to Health Region buildings, equipment and technology remained priority concerns throughout 2007-2008. The quality and safety of these assets have a direct impact on the quality and safety of the services delivered. The Health Region's capital program was funded at approximately $58 million, with approximately $34 million

targeted for major building projects in 2007-2008. The RUH, SCH and SPH Foundations and the Children's Health and Hospital Foundation have contributed to captial projects.

SPH – Community Renal Health Centre - The construction phase of the Community Dialysis Centre was completed in June 2007. This Centre, located in a stand-alone facility across from SPH, provides an 18 station satellite renal dialysis service to medically stable dialysis patients.

RUH – Irene and Les Dubé Centre for Mental Health Facility - The design phase of this inpatient mental health facility project was complete in late 2007. The construction tender was awarded in early 2008 with a target completion of fall 2009. The planned facility will accommodate 54 adult and 10 child and adolescent beds in a new facility adjacent to the Hantelman Building at the RUH site.

Humboldt District Hospital and Health Complex - The design phase of the project was completed in early 2008. The planned facility will accommodate 34 inpatient beds and integrate community services in a new facility. Approval to proceed to the working drawing phase has been granted by Saskatchewan Health. The project is scheduled for spring 2008 tender with fall 2009 as the target for completion.

Oliver Lodge Redevelopment Project - In late 2006, after consultation between Oliver Lodge, the Health Region and Saskatchewan Health, approval was received to proceed with an 88 bed expansion to existing Oliver Lodge facilities. As part of the project, some of the existing support services facilities will be renovated. The project is currently in construction drawing and contract documents stage with a targeted tender date of early 2009.

Youth Stabilization and Treatment Centre - This project includes development of a new Youth Stabilization and Treatment Facility and improvements to accommodate enhanced family treatment facilities. Planning related to the Youth Treatment facility was completed in 2006-2007. The current recommendation is to accommodate the program needs through renovations at the Calder Centre site. Working drawings and contract documents for the improvements are targeted for completion in late summer 2008.

Maternal and Children's Hospital Planning - During 2007-2008 significant work was completed to continue to advance the planning for the Maternal and Children's "Hospital within a Hospital" at the RUH site. Detailed planning was completed and a recommended Functional Program defining the scope and cost of the proposed development was submitted in December 2007. This proposal is being considered by the Ministry for 2008-2009 capital funding. Additional planning is also proceeding to complete a facility Master Plan for the RUH site based on the future service role recommended within the Clinical Service Alignment model.

Muskeg Lake Wellness Centre - The planning and development phase is still in progress, with Muskeg Lake Cree Nation, Saskatchewan Health, and the Federal First Nations and Inuit Health Branch. The Health Region will be responsible for the Diabetes Centre, including programs and human resources. Funding is provided through Saskatchewan Health and the projected date for the Centre's opening later in 2008.

Station 20 West - This development was envisioned as a community centre in an inner city neighbourhood offering a range of health and community services that promote healthy living and provide supports to families. Although the facility, as it was originally planned, was not realized our research findings on health disparities will continue to inform our planning and service delivery models.

Investments in Medical Equipment

The Health Region was very fortunate to receive funding for medical and diagnostic imaging equipment to enhance and support the delivery of care. Funding is received from the Ministry of Health as well as the respective hospital foundations. These devices are especially needed in service areas that care for the sickest and most vulnerable of our clients. We were able to purchase 26 acute ventilators and 9 bipap units. New pulmonary function testing equipment was purchased and has been integrated with our information technology infrastructure for more efficient and effective use. Although virtually all this equipment was purchased in 2007-2008, some of it will not be installed until the coming fiscal year.

In the past year funding of $3.9 million was received from the foundations to purchase various pieces of equipment such as monitoring equipment and community dialysis equipment. The RUH Foundation provided funds to renovate the emergency room as well as the operating theatres at RUH. The SPH Foundation is providing funds to purchase and install a MRI at SPH. The SCH Foundation provided funding to replace the Physiological Monitoring Equipment. The Children's Health and Hospital Foundation funded the purchase of some paediatric equipment.

In March 2008 the Health Region also received $4.7 million from the Ministry. The funds will be used as follows: $2.0 million to purchase video equipment, monitors and technology to aid in surgical procedures and to replace operating room equipment; $1.4 million dedicated to long-term care for the purchase of beds and lifting equipment for affiliate organizations; and $1.3 million for safety equipment such as beds, lifts and bariatric equipment in order to enhance patient and staff safety.

Investments in Information Technology

Application Software - Projects were carried out to upgrade existing and/or implement new application software to move products to more current versions, to replace aging platforms, to prepare the way for future technology changes and to support evolving clinical and business functions. In 2007-2008 we:

- Implemented and upgraded SHR's installation of the provincial Shared Client Index;
- Implemented the provincial Digital Diagnostic Imaging system (Philips PACS);
- Rolled out the Procura information system to rural-based Home Care services;
- Upgraded our regional Laboratory Information System, including Blood Bank;
- Migrated the Payroll system to the new SAHO iPFE (internet Payroll Front End);
- Implemented the On-line Catering web application for Food and Nutrition;
- Implemented the provincially mandated Approach Cath Lab system;
- Upgraded the existing electrodiagnostics system from Enconcert to Xcelera;

- Implemented AMCOM for switchboard consolidation;
- Implemented Stericycle for infection control; and
- Upgraded the Pharmacy system.

Infrastructure Components - Improvements were also made to the infrastructure which underpins, runs and protects Health Region information systems. Examples of enhancements are:

- Implemented new Metropolitan Area Network;
- Reorganized the data centre;
- Replaced older equipment with Network Chassis in network closets;
- Upgraded CNET to 1 Gb and redesigned it so that both SCH and RUH have a connection;
- Replaced the Rural Firewall; and
- Implemented the new Parking System at RUH.

Information Technology Services (ITS) - In addition to capital investment in infrastructure and software applications, the ITS department supports day to day operations. ITS:

- Made improvements in its Service Desk, forms and on-line information;
- Deployed new computer workstations as part of the refresh of assets, to support system implementations and to expedite relocations of SHR staff and services;
- Supported testing and development of enhancements for telehealth services;
- Provided training in the areas of Microsoft Office and PC Essentials: 61 classes (463 students) in Saskatoon; 21 classes (88 students) in the rural area; and 36 classes (358 students) customized on-request training.

Business Continuity and Emergency Preparedness Program (EPP)

The Health Region's activities for pandemic influenza planning were previously discussed under Goal 2 as components of the plan include development of public awareness through education and address health promotion and disease prevention.

This year our Emergency Preparedness Program conducted mock exercises to test our emergency response plans for different codes and our ability to carry them out. Observations and reactions to the exercises were captured and the lessons learned were used to revise the emergency plans. Exercises occurred:

April 2007	SPH	Code Orange (incoming casualties);
June 2007	SCH Rehabilitation Service	Code Red (fire) resulting in an evacuation;
October 2007	Rosthern / Wakaw / Cudworth	Code Orange (incoming casualties);
January 2008	RUH Unit 5300	Code Green (evacuation); and
March 2008	RUH Medical Day Care	Code Brown (hazardous material).

Public Confidence

The Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health system as outlined in our RHA Accountability Document. The Health Region undertook a number of initiatives to maintain and enhance public

confidence and promoted these initiatives using a variety of communication approaches and vehicles such as public meetings and interactions with the news media.

Saskatchewan Health performance dashboard indicators for a sustainable, efficient, accountable, quality health system are provided below.

SASKATOON HEALTH REGION 2007-2008 RESULTS	
Key activities undertaken by RHA to address public confidence reported	YES
RHA adopted and prepared business continuity plans for identified risks (e.g. Pandemic, tornado, fires, etc.)	YES

Financial Summary

The annual operating budget for 2007-2008 was $704.6 million which equates to spending $1.9 million per day to meet the health needs of the community. Overall, 93% of the operating budget was provided by funding from Saskatchewan Health. About 64% of the operating budget was spent on hospital services, 20% on long term and supportive care, 10% on community-based/public health/home care services, and 5% on program support and administration. Approximately 77% of the annual budget was spent on salaries and benefits. The Health Region ended 2007-2008 with a deficit of $1.8 million, or 0.25% of operating expenditures, the equivalent to one day's operations.

At year end the Health Region was facing a deficit of $6.6 million, but after a review the Ministry agreed to fund $4.8 million of unexpected and/or unavoidable costs. This reduced the deficit to $1.8 million and for the first time in 4 years, the Health Region ended the year in a deficit position. Unexpected costs included $1.3 million due to failure of equipment in the laundry facility and subsequent costs for shipping laundry to other centres for processing while repairs and improvements were made. Unavoidable costs were an unfunded day of operations, leap year February 29, and two sets of Easter Statutory holidays falling within one fiscal year. We also paid more in overtime and experienced higher sick time costs which contributed to the deficit.

Saskatchewan Health performance dashboard indicators for a sustainable, efficient, accountable, quality health system – financial indicators are provided below.

SASKATOON HEALTH REGION 2007-2008 RESULTS	
Number of days able to operate with working capital	(13.97)
Surplus (deficit), and surplus (deficit) as a percentage of actual operating expenditures	($1,825,000) (0.2%)
Expenditures in program support funding pool as a percentage of total RHA operating expenditures	5.0%

FUTURE OUTLOOK / EMERGING ISSUES

Environmental Scan

Several factors were identified in our year-end scan that will influence our direction, strategies and success in the coming years. Many of these factors relate to the broad determinants of health and assessment of their magnitude and impact is provided in the health status overview at the beginning of this report. Other factors include:

Government - The new government, elected in the fall 2007, will focus on different healthcare policies and priorities. A letter from the Premier to the Minister of Health outlines the mandate for the Ministry over the next few years. See http://www.gov.sk.ca/cabinet/mcmorris .

Economy - The economy in the province and in Saskatoon is booming. The development and expansion of key industry sectors and the increased economic activity has resulted in people moving into the province to take advantage of job opportunities. While this prosperity and growth has many beneficial outcomes, communities and the Health Region will need to plan for and manage increased pressure on services and infrastructure that results from such rapid growth. Positive and negative impacts on the broad social and economic determinants of heath that arise from changes in the economy will ultimately influence the health status of our community.

Population - The population projections for the Health Region included on page 11 of this report predict a significant increase in the number of seniors aged 65 and older by 2027. This shift in the population structure needs to be addressed in planning to ensure appropriate services are in place and that there is enough capacity in long-term care facilities to meet the needs. An aging population and high rates of many chronic diseases will continue to affect the health of our population and the demand for health care services. The growing First Nations population represents an emerging potential market for health-care workers. It also challenges us to work with our Aboriginal community and many others to address the health disparities that affect so many First Nations people. In addition, the Saskatoon Chamber of Commerce (2008) predicts that the City of Saskatoon could grow to from about 233,920 to 269,008 by 2018 assuming a 1.5% growth rate for the next 10 years (Saskatoon Chamber of Commerce 2008). Concentrated urban growth relative to rural expansion will place additional pressures on services in the urban areas.

System Pressures and Financial Sustainability - Our system is under daily pressures to meet the needs of our patients, clients and residents. As they currently exist, our capacity, capabilities and service configurations no longer match the service demands. Significant service delivery changes will be necessary to improve the allocation and utilization of our resources. These significant system changes are not short-term and require considerable consultation with various stakeholders. We will require injection of new resources in the interim as we restructure as well as to meet emerging needs.

Quality and Safety - Although we have made progress on many quality and patient safety improvements, as described in this report, we still need focused effort in continuing this work.

Efficiency - There are opportunities to redesign the way we work, to become more efficient, and to optimize the skills and scopes of practice of our staff. Benchmarking against our peers has shown that our Health Region falls into the mid-range of teaching hospitals in Canada for certain efficiency measures.

Workforce - We are experiencing shortages of nurses, physicians, home health aides, health records technicians, laboratory technologists and other staff, especially in selected areas. These shortages negatively affect access to our services, place a heavy workload on existing staff, and increase operating costs related to overtime and sick time.

Facilities - Although we have moved forward on a number of major capital projects, we have growing concerns about the condition of our older buildings. The Facility Condition Index for many buildings indicates large scale investment is required to bring buildings up to code and address problems that contribute to poor quality of care and safety risks.

Equipment - The general state of our medical and non-medical equipment and the amount of equipment in place is insufficient to support many of the requirements of our services. Maintenance/upgrades of existing equipment, replacement of obsolete items and purchases of new equipment have not kept pace with advances in health technology and care procedures. The quality of care and the safety of employees and those we serve are at risk if the equipment is not appropriate for the task to be done. Capital funding has been limited for health care over the last couple of decades and the organization is appreciative of the additional funds raised through the Foundations and contributed by private donors.

Information Technology - There is considerable need to invest in technology to enable workflow redesign, to transform both clinical and administrative processes and to capture information that can be shared and used in a timely fashion for clinical and administrative decision-making. Priority investment areas are electronic health records and e-commerce. The slow pace at which we are making these investments relative to many other health organizations is a concern.

Education and Research - While the Health Region is committed to providing education experiences for students and to building research capacity, both of these areas have an impact on our resources. Expanded numbers of education seats means that more students will be placed in our Health Region for practical experience. It takes time to mentor students and this has a cost. Similarly, the infrastructure to support researchers must be developed and resourced if we are to expand research activities.

Strategic Directions - Progress in 2007-2008

The Health Region made good progress on:

- Safety, outcomes and quality;
- Culture of workplace safety;
- Service alignment;

- Development of an information management plan;
- A representative workplace;
- Development of an infrastructure plan;
- Initial work developing our research strategy; and
- Research collaboration and business development.

Areas where we have made some progress but need more focus and effort include:

- Access and flow;
- Chronic disease management;
- Client/family centeredness;
- Seniors' health strategy;
- Development of a rural health strategy;
- Healthy workplace;
- System integration; and
- Process improvements to increase efficiency and reduce waste.

Goals on which we did not focus this year and/or we have not made sufficient progress include:

- Having enough of the right people with the right skills to do the right work;
- Implementation of our population health strategy; and
- Implementation of our infrastructure plan.

Goals where we do not yet have sufficient evidence to assess progress include:

- Teamwork;
- Partnership with Aboriginal communities;
- Implementation of a rural health strategy; and
- Learning environment and innovative learning models

Strategic Directions - Priorities for 2008-2009

The Senior Leadership Team recommended, and the Authority approved, a selected number of high-priority goals for 2008-2009

- Improve access and flow.
- Enhance safety, outcomes and quality.
- Right people, right skills to do the right work.
- Implementation of our infrastructure plan (subject to funding).
- Implementation of our information management plan (subject to funding).
- Implementation of our population health strategy.

Access and Efficiency Steering Team

In March 2008, SHR's senior leadership team approved the setting up of a regional Access and Efficiency Steering Team to design and carry out a region-wide plan to improve how smoothly patients progress through the system. This team, made up of representatives from different health care professions and support services will begin with projects to improve flow in acute care.

Client and Family Centred Care

SHR established a Client and Family Centred Care Steering Team in response to our strategic plan. In December 2007 three public members joined the team. The steering team will be developing an organization framework that makes clients and family members an integral part of our teams, providing them formal ways for their "voices" to be heard in how SHR plans, delivers and evaluates services.

Service Alignment - Phase 2

In 2008-2009 we will implement the next phase of our service alignment with changes to adult critical care, consolidation of inpatient urology surgery services on two sites, streamlining ambulatory care delivery and further consolidation of services for patients in hospital awaiting placement to long-term care.

E-health Strategy Council

The E-health Strategy Council was formed in the fall 2007. The council will be a champion for system-wide e-health advancement in SHR, including the development of an electronic health record (EHR), introduction/upgrading/replacement of technology systems to enable transformation in clinical and operational processes and services, and ensuring a sustainable technology foundation to support these changes. The Council will be accountable for:

- Ensuring alignment of the Information Management (IM) strategy with the Health Region's Strategic Plan;
- Cascading strategy and goals down throughout the organization
- Providing organizational structures that facilitate the implementation of the strategy
- Monitoring and evaluating the progress of the strategy and plans.

Information Technology (IT) Services published the regional 2007-2010 IM/IT Strategic Plan which was also shared with other regions.

Capital Management and Project Management

The increased demand for investment in all capital including: infrastructure, information technology, new construction and replacement of equipment has provided opportunity for the region to enhance its process and management of capital. New prioritizing tools and business case tools are now in place to assist in the task of prioritizing capital requests, as well as a rigorous project management process to manage the capital projects invested. A Capital Management Team is in place to review and make recommendation on all capital investments.

GOVERNANCE AND TRANSPARENCY

The Saskatoon Regional Health Authority

Saskatoon Health Region is governed by the 12-member appointed Saskatoon Regional Health Authority, which is accountable to the Minister of Health. At the end of 2007-2008, the Saskatoon Regional Health Authority members were:

Darlene Eberle, Chairperson
Carol Teichrob, Vice Chairperson
Audrey Ahenakew
Kelly Block
Doug Finnie
Marjory Gammel
Archie LaRocque
Paul Meinema
Karen Raycroft
Steven Tokarski
Keith Thomson
1 vacancy

The Authority was at a full complement of 12 members for 2007-2008 until January 2008 when one member resigned. An Order-in-Council March 28, 2006, confirmed the appointments of all members noted above for a term not exceeding July 24, 2008. For information on the Authority members, visit the Saskatoon Health Region web site: www.saskatoonhealthregion.ca.

The operation of the Saskatoon Regional Health Authority was supported by six Authority Committees during 2007-2008: the Executive Committee, the Audit and Finance Committee, the Policy and Governance Committee, the Human Resources Committee, the Partnership Committee and the Stakeholder Relations Committee. Each Committee included three or more members of the Authority and had terms of reference defined in Authority policy.

The 2007-2008 attendance of members at Authority and Committee meetings is reported in the following table.

Members	Meeting Attendance
Darlene Eberle, Chairperson	21 of 22
Carol Teichrob, Vice Chairperson	19 of 22
Audrey Ahenakew	19 of 22
Kelly Block	19 of 22
Eric Braun	15 of 15
Doug Finnie	20 of 22
Marjory Gammel	20 of 22
Archie LaRocque	18 of 22
Paul Meinema	12 of 22
Karen Raycroft	12 of 22
Keith Thomson	19 of 22
Steven Tokarski	6 of 22
Executive Committee	**Partnership Committee**
Addresses emerging SRHA matters during the intervals between regular meetings	Provides oversight for the two organization's shared operational responsibilities

Members	Attendance
Darlene Eberle	1 of 1
Carol Teichrob	1 of 1
Kelly Block	0 of 0
Marjory Gammel	1 of 1
Audrey Ahenakew	0 of 0
Keith Thomson	1 of 1
Eric Braun	1 of 1

Members	Attendance
Darlene Eberle	3 of 4
Archie LaRocque	3 of 4
Audrey Ahenakew	3 of 4
Carol Teichrob	4 of 4
Karen Raycroft	2 of 2

Audit & Finance Committee

Oversees financial reporting process, business risk process and adequacy of internal controls, relationships with external and internal auditors, and compliance issues. Ensures management has effective systems of control. Facilitates the audit function.

Members	Attendance
Keith Thomson	4 of 4
Carol Teichrob	3 of 4
Doug Finnie	0 of 2
Archie LaRocque	3 of 4
Steven Tokarski	1 of 2

Policy and Governance Committee

Leads annual review of Authority policies and bylaws. Identifies need for new policies. Monitors and reviews Authority performance and conducts formal Authority self-evaluation. Facilitates the education and professional development of the Authority and its members.

Members	Attendance
Eric Braun	7 of 7
Karen Raycroft	7 of 7
Kelly Block	7 of 7

Human Resources Committee

Provide oversight for the human resource strategies and policies of the Saskatoon Health Region including CEO Evaluation

Members	Attendance
Carol Teichrob	7 of 8
Marjory Gammel	8 of 8
Audrey Ahenakew	5 of 8
Doug Finnie	6 of 6
Paul Meinema	0 of 2
Steven Tokarski	0 of 2

Stakeholder Relations Committee

Assist the Authority to build and maintain stakeholder relationships in a strategic, planned and systematic way.

Members	Attendance
Paul Meinema	2 of 2
Karen Raycroft	3 of 5
Marjory Gammel	5 of 5
Audrey Ahenakew	4 of 5
Doug Finnie	3 of 3

Relationships and Partnerships

Establishing, maintaining and enhancing relationships is central to the work of the Authority. In 2007-2008, the Authority Chairperson participated in three regular meetings of the Regional Health Authority Chairpersons with the Minister of Health. The Authority also met with stakeholders through the course of the year, including the Minister of Health, Public School Board, Catholic School Board, the reeves and mayors of Humboldt and surrounding area, the Regina Qu'Appelle Regional Health Authority, the St. Paul's Hospital Board, the Joint Foundations and the Board of the Saskatchewan Cancer Agency.

In 2007-2008, foundations and other fund-raising groups continued to provide essential support in helping Saskatoon Health Region to sustain and enhance its operations and invest in capital infrastructure improvements. The Health Region benefits from the generous efforts of these entities in both rural and urban communities. A quarterly Joint Foundation Forum continues, including the Chairpersons and Chief Executive Officers of the Authority and St. Paul's Hospital Board and the Chairpersons and Executive Directors of the three Saskatoon acute care foundations and the Children's Health and Hospital Foundation. Work continues related to common policies and joint funding efforts.

Accessibility, Accountability and Transparency

The Authority remains committed to ensuring it has a presence throughout the Health Region. Accordingly, two regular Authority meetings were scheduled outside of Saskatoon in 2007-2008: Humboldt in June of 2007 and Whitecap Dakota First Nation in November of 2007. Due to the provincial election, the meeting scheduled at the Whitecap Dakota First Nation for November of 2007 was cancelled.

Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health care system and in Saskatoon Health Region. This is achieved through a variety of means ranging from regular public meetings of the Authority and the daily interactions that staff, physicians and volunteers have with patients, clients and residents to responding to news media inquiries and distribution of information through communications vehicles such as our Report to the Community. In November of 2007, the Health Region released its **2007 Report to the Community**.

During 2007-2008, the Saskatoon Regional Health Authority continued to take actions that support public transparency of its operations, including: advertising Authority meetings in community newspapers; issuing media advisories on Authority meetings and agendas; posting on a website the Authority meeting dates, minutes and information on Authority members; holding regular business meetings in public; reporting on Authority activities in the Health Region's internal and external newsletters; issuing press releases for key announcements; and being responsive to media requests for information that are directed to informing the public.

As part of a continuing process of enhancing accountability reporting, during 2007-2008 the Saskatoon Regional Health Authority continued to receive quarterly reports based on a governance and executive level performance scorecard for the Health Region. This

reporting was aligned with the provincial quarterly performance dashboard reports on all Regional Health Authorities.

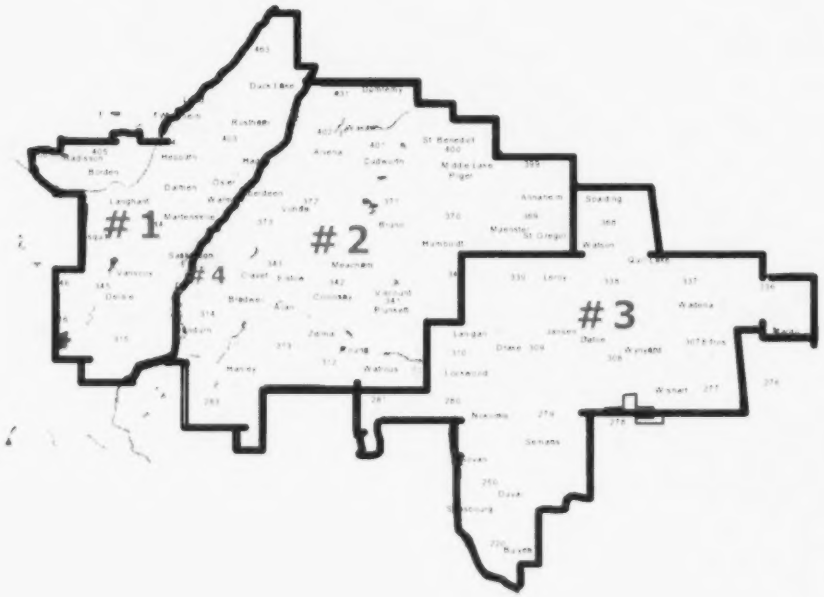
Community Advisory Networks

In 2001, the Government of Saskatchewan's **objectives** called for the formation of Community Advisory Networks in regional health authorities throughout the province. In 2002, the passing of ***The Regional Health Services Act*** brought 12 health regions into existence and mandated them to establish Community Advisory Networks to advise on planning for the provision of health services. Following is a map of the 4 community advisory networks located in the Saskatoon Health Region.

The Saskatoon Regional Health Authority appointed interested members of the public to form four Community Advisory Networks, organized geographically – three encompassing rural areas and the fourth being the City of Saskatoon, as indicated in the following map.

General information related to the Health Region is distributed to the members of the Community Advisory Networks generally on a quarterly basis.

During the fiscal year 2007-2008 a meeting had been scheduled between the Saskatoon Regional Health Authority and the Community Advisory Networks for November of 2007. Again, due to the provincial election, that meeting was cancelled. Work continues on planning the next meeting.



Saskatoon Health Region News Releases during 2007-2008

In 2007-2008, the Health Region produced 56 news releases, public service announcements, and media conferences that generated 349 media reports for about 30% of all stories reported by the media. The previous year, the Health Region issued 76 news releases generating 296 media reports for about 32% of all stories reported by the media. In 2007-2008, the Health Region was involved in a significant increase in proactive media that was generated by other agencies such as the provincial government and hospital foundations. The Health Region was mentioned in 21 of these third party generated news releases, resulting in 70 media stories referencing the Health Region. Overall, Corporate and Public Affairs responded to 788 inquiries from the media during 2007-2008, compared to 539 in 2006-2007.

PAYEE DISCLOSURE LIST

Payees are listed in three categories with information provided as follows:

Category	*Information to be included*
Personal services	**Disclose the name and amount paid** to individuals of the **RHA** who received salaries, wages, bonuses, honoraria and compensation for personal service. This category includes unionized and non-unionized employees, senior management (that are also included in Schedule 5 of the Audited Financial Statements), and contracts where an 'employee/employer relationship' is established. The amount paid includes the following: **Salaries:** Stated salaries include all payments made to individuals throughout the fiscal year and ***are not restricted to base salary payments***. Payments included in the figure are as follows: regular base pay, overtime, lump sum payments, honoraria/retainers/per diems, severance pay, non-taxable career assistance, education leave allowance, taxable employee education expenses, car allowances, and any other direct cash remuneration including sick leave, short-term disability, vacation, and differentials. **Contracts:** the total amount paid (over the threshold) if an 'employee /employer' relationship exists. If the relationship does not exist and the payment is over the minimum threshold, report the amount as a 'Supplier Payment'.
Transfers	Disclose the payee's name and amount paid for each payee receiving payments for: program grants, funding, foundations, donations, sponsorships and Health Care Organizations, over the minimum threshold. Do not disclose details for programs of a confidential and personal nature (e.g., individualized funding for home care lists the program name with a total of payments greater than $50,000, not the total for the program). Transfer amounts for each Affiliate equals the total grant (or funding) less the amount recorded in the previous section for personal services for that affiliate.
Supplier payments	Disclose payee's name and amount paid for the provision of goods and/or services to the RHA. Also, include contracts over the minimum threshold of contracts where an 'employer/employee' relationship does not exist.
Other Expenditures	Disclose payees name and amount paid for expenditures of the RHA above the threshold not included in other categories.

SASKATOON REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2008

As part of government's commitment to accountability and transparency, the Department of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

Personal Services
Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

AADLAND, MICHAEL	60,911
AARON, TRACI	61,696
ABBS, ANNA MARI	73,795
ABDELLATIF, TREENA	82,197
ABDILNOUR, PENNY	80,221
ABELE, BARBARA	92,877
ABTOSWAY, LANA	70,384
ACHILLES, SHEILA	113,241
ACHTEMICHUK, ROSE	68,941
ACTON, BRYAN	95,602
ADAIR, ALLISON	58,776
ADAMS, DERLE	81,655
ADAMS, JOY	101,228
ADAMS, MARLISS C	75,010
ADAMS, NORA	53,372
ADAMS, TAMARA	64,026
ADAMSON, CHERYL	84,388
ADHANOM, GHENET	59,672
AFSETH, AMANDA	60,401
AFSETH, BARBARA	56,630
AFSETH, NICOLA	57,591
AGNEW, BETTY LOU	71,093
AKISTER, TERRENCE	80,647
AL SHAIBANY, JAWAD	58,575
ALBERT, LINDA	78,461
ALBERTS, ALICE	79,659
ALBERTS, LORRIE	58,652
ALBERTSON, WENDY	62,221
ALBUS, WARREN	82,542
ALDRED, KATHLEEN	56,095
ALFORD, TRACEY	69,464
ALKESTRUP, AMANDA	63,843
ALLAN, PATRICIA	62,121
ALLEN, CAMERON	94,022
ALLEN, THOMAS	77,964
ALMASI, BRIANNE	59,924
ALMQUIST, INGER	66,338
AMOA AMPAH, JANE	66,121
AMY, EILEEN	65,332
ANDERSON, ANNIKA	71,139
ANDERSON, BLANCHE	64,047
ANDERSON, CAROL	58,248
ANDERSON, CORINNE	95,166
ANDERSON, DARCIE	56,802
ANDERSON, DAWN	53,524
ANDERSON, DEBORAH	62,231
ANDERSON, DENISE	66,344
ANDERSON, ELAINE	69,939
ANDERSON, HELEN	70,269
ANDERSON, JAN	70,655
ANDERSON, JOANNE	63,776
ANDERSON, LEEANNA	71,355
ANDERSON, PAM	60,792
ANDERSON, SANDRA	53,395
ANDERSON, TROY	80,080
ANDRADE, CELINE	79,609
ANDREEN, WANDA	68,561
ANDRES, LYNDA	52,533
ANDREW, CHRISTEEN	50,734
ANDREWS, JEAN	77,456
ANGELSTAD, BRENDA	85,809
ANTHONY, SHEILA	72,328
ANTONY, TRACY J	53,411
ANTYMNIUK, ANDRIANNE	66,534
ANWEILER, JANICE	66,394
ANWEILER, JANICE	56,365
APOLONIA, SHELLEY	70,512
APPL, RUTH ANNE	88,491
APPLETON LEGGE, SYLVIA	56,126
APRIL, CLAUDE	64,266
ARCHER, JUDY	115,383
ARCHER, TIM	115,900
ARCHIBALD, DOUG	81,295
ARDELL, MARY ANN	77,185
ARENDT, LAUREL	73,642
ARMBRUSTER, CANDACE	69,061
ARMBRUSTER, PATTI	72,883
ARMBRUSTER, TREVOR	80,075
ARMSTRONG, LAURA	74,071
ARNASON, SANDI	52,062
ARNOLD, CHRIS	86,837
ARNOLD, DONNA	63,749
ARNOLD, JANICE	74,399
ARNOTT, JANET	66,100
ARTHUR, MAUREEN	71,522
ASCHIM, DAWN	69,519
ASHFORD, DEREK	64,038
ASHLEY, VIVIAN	67,670

ASHWORTH, BARBARA	63,782
ASMUNDSON, BARBARA	69,950
ASPINALL, LETICIA	64,743
ATHMER, LANCE	97,950
AUDET, SUZANNE	80,883
AUGUSTINE, DONALEA	82,222
AUGUSTYN, ALLISON	50,213
AUSTIN, RUTH ANNE	50,444
AYALEW, IRIS	59,164
AYE, AYE AUNG	75,976
AYERS, CRAIG	95,728
BABA, NICOLE	50,480
BABCOCK, SHARON	143,349
BACON, JENNIFER	60,988
BAHREY, SUSAN	54,548
BAILEY, MARILEE	62,844
BAILLARGEON, DARLENE	57,006
BAKER, JENNIFER	55,255
BAKER, LINDA	51,021
BAKER, THOMAS	76,696
BAKER, TRACY	58,600
BAKOS, BRIAN	72,197
BALA, ELIZABETH	68,988
BALDWIN, EUNICE	55,525
BALEZANTIS, RON	105,553
BALISKI, RYAN	98,193
BALLANDINE, PATRICIA	63,428
BANKS, GAYLE	79,012
BANTON, SUSAN	67,685
BARABASH, WADE	53,910
BARBER, CASSANDRA	74,287
BARBOLUK, PETER	80,850
BARILLA, JULIE	69,314
BARILLA, MARYLEE	74,602
BARKER, BRYAN W	86,181
BARKER, SHIRLEY	61,761
BARKMAN, PATRICIA	88,571
BARLOW, AMBER	61,207
BARLOW, MARILYN	86,668
BARNES, JANET	60,010
BARNETT, MONICA	53,719
BARNHILL, KAREN	83,447
BARON, OREST	74,921
BARR, CINDY	67,628
BARRAND, ERIN	60,277
BARSALOU, ANGELA	70,040
BARSS, BARRY	70,248
BARTEL, CAROLYN	62,458
BARTEL, DARLENE	89,288
BARTEL, DENISE	52,461
BARTEL, MAUREEN	78,014
BARTLETT, PATRICIA	60,101
BARTLEY, BRENDA	54,195
BARTRAM, JOHN	73,301
BARTSCH, HEIDI	67,585
BARTSCH, JENNY	116,587
BARTSCH, LAURIE	61,705
BARTSCH, LINDA	50,127
BARTY, JO ANN	55,173
BARUT, ALICIA	56,967
BARUT, TERESITA	85,963
BARYLUK, LORRIE	84,405
BASCHUK, SELENA	52,980
BASSENDOWSKI, CAROL	55,468
BASSINGTHWAITE, KAREN	68,290
BASTIAN, NOLA	51,737
BATES, JACQUELIN	58,458
BATES, JESUSA	69,818
BAUER, JENNIFER	53,204
BAUML MURRAY, MARIANNE	50,063
BAUMUNG, DAVID	54,563
BAUTZ, LEANNE	65,748
BAXTER, GLEN	82,636
BAYNE, DOLORES	70,879
BEACH, LAURA	68,482
BEAL, MICKELLE	56,036
BEATON, ANNAMARIE	68,880
BEATTIE, ERIN	56,443
BEATTY, CHELSY	53,132
BEAUCHAMP, LAURIE	65,761
BEAUDOIN, JEANNE	67,603
BEAUDRY, YVONNE	69,362
BEAULIEU, GISELLE	74,068
BEAULIEU, JENNIFER	63,595
BEAVIS, BONNIE	63,547
BECK, ADAM	65,254
BEETON, SHEILA	71,453
BEISEL, MAUREEN	92,410
BELIVEAU, SUSAN	72,453
BELL, BETTY	69,818
BELL, GEORGIA	66,790
BELL, KATHY	86,259
BELL, LARRY	64,103
BELL, RUTHANNE	99,454
BELL, SYDNEY	50,532
BELTON, GERALD	82,043
BENALLACK, MAUREEN	52,697
BENDER, KAREN	122,467
BENDER, TYLAR ANN	58,991
BENDIG, SHIRLEY	64,596
BENEDICTO, ROEL	52,006
BENMERROUCHE, MELANIE	83,762
BENNETT, ELAINE	61,871
BENNETT, JANICE	66,716
BENNETT, JON	52,983
BENNETTO, RAMONA	54,959
BENOIT, JANINE	195,891
BENSON, RANDALL	53,526
BERES, JULIE	63,331
BEREZUIK, BONNIE	63,722
BERG, AMANDA	57,930
BERGEN, ANNETTE	60,351
BERGEN, GARY	54,701
BERGER, JANICE	87,282
BERGERMAN, JOHANNA E	65,831
BERGERMANN, DONNA LEE	54,502
BERGLUND, CARMEN	68,212
BERKOVITCH, OLGA	66,202
BERLINIC, SHELLEY	61,999
BERNDT, TERA	67,576

BERNETT, DALE	59,732
BERNHARDT, DAVID	133,414
BERNIER, JANE	56,365
BERNIER, MARIE	50,796
BERRY, DARLENE	61,725
BERSCHAMINSKI, JUDY	51,990
BERSCHEID, CHELSEA	92,098
BERSCHEID, CLAUDIA M	80,457
BERSCHEID, YVONNE	93,843
BERTOIA, FRANK	81,041
BERTSCH, BONNIE	70,528
BERZOLLA, BRIAN	74,030
BESSETTE, JOANN	54,041
BETEMPS, VALERIE	61,577
BETHUNE, DARRELL	72,796
BETHUNE, DIANNE	54,710
BETKER, FRANCIS	61,317
BIBBY, LESLEY	55,056
BICHEL, JOSEPH	51,348
BIEBER, ANITA	50,156
BIEBER, JANE	70,168
BIEHN, REGAN	65,335
BIGGS, GREGORY	51,458
BILANSKI, SHARON	87,403
BIRCH, MYRLA	96,683
BIRD, CAMERON	82,059
BIRDSALL, DEANNA	52,613
BISHARA, FELICIA	59,985
BISHOP, LESLIE	73,671
BISHOP, STANLEY	70,260
BLACK, KRISTA	64,239
BLACKWELL, PAT	53,187
BLACKWELL, VIOLET	56,928
BLAIR, BRIAN	54,265
BLAIR, TIFFANY	75,896
BLAIS, ALETA	70,539
BLAK, JEREK	58,266
BLAKE, RUTH	82,099
BLAKELY, LYNETTE	72,351
BLAKLEY, BONNIE	94,055
BLANCHARD, STEVEN	58,181
BLEAKNEY, DONNA	114,597
BLECHINGER, CRAIG	64,451
BLEIE, CORRINE	71,029
BLEVINS, SANDRA	184,216
BLEY, LONNIE	79,022
BLINSTON, DANIEL	71,377
BLOCK, GERALD	92,976
BLOCK, GRACE	66,303
BLOCK, JANICE	69,486
BLOCK, JENNIFER	96,551
BLOCK, KEITH	68,120
BLOK, CATHERINE	82,528
BLONDEAU, JOSEPH	166,038
BLOOM, VERNA	73,069
BLOOMFIELD, SYLVIA	56,804
BLOOR, ANGELA	60,869
BLUMERS, JODY	67,418
BOATNESS, KAREN	56,858
BOBETSIS, LOGAN	69,616
BODE, TWYLA	64,521
BODEN, REBECCA	51,556
BODENSTAB, RASCHELLE	58,533
BODNAR, BERNARD	73,926
BODNAR, BETTY	54,175
BODNARCHUK, CHARLENE	73,309
BODNARYK, GARRY	71,923
BOECHLER, BETTE	124,234
BOECHLER, RHEA	58,413
BOEHM, DANICE	59,560
BOEHME, ANGIE	74,299
BOHLE, TAMI	69,281
BOISSON, HALEY	65,553
BOJKOVSKY, CYNTHIA	52,075
BOLAN, JOAN	75,587
BOLDT, CHERYL	53,483
BOLDT, ROBERTA	50,293
BOLLINGER, JONATHAN	69,716
BONANG, JILANE	51,405
BOND, TAMARA	50,757
BONIN, CRYSTAL	62,897
BONIN, GAYTAN	63,778
BONLI, RUPAL	82,975
BOOTH, CHERYL	80,256
BOOTH, LAURIE	83,716
BORDEN, MELANIE	56,631
BORDEN, MICHELLE	66,928
BOSCHER, BARBARA	56,993
BOSCHMAN, HENDRIKJE	67,405
BOSCHMAN, JACQUELIN	59,838
BOSER, ASHLEY	50,797
BOSER, PATRICIA	76,353
BOSSAER, MICHELE	60,415
BOUDREAULT, LYNN	85,408
BOURDAGES, WANDA	60,604
BOURDON, KATHRYN	62,506
BOUSQUET, CATHERINE	69,656
BOUVIER, RUTH	69,280
BOWERING, KEVIN	55,647
BOWERS, SANDY	53,661
BOWYER, SHIRLEY	68,938
BOYCHUK, KATHLEEN	57,212
BOYD, RANALD W	64,508
BOYER, DOUGLAS	50,611
BOYES, BRIAN	60,118
BOYKO, ROGER	69,159
BOYLE, HEATHER	53,541
BOYS, DONNA	73,887
BRADLEY, BRENDA	74,724
BRADLEY, EARL	69,181
BRADLEY, SHIRLEY	58,360
BRADLEY, TERRY LYN	50,738
BRADSHAW, JOAN	65,768
BRAITENBACH, LEONA	54,903
BRAND, TRACY	101,426
BRAND, VICTORIA	62,766
BRANDT, ARLENE	81,766
BRANNEN, MARY	65,172
BRANTON, KAREN	68,539
BRASH, WILLIAM	70,330

BRAUN, LINDA	55,943
BRAUN, LOUISE	85,431
BRAUN, MELISSA	53,608
BRAUN, ORLA	51,090
BRAUN, PATRICIA	67,593
BRAUN, SANDRA	70,787
BRAY, CAROLYN	71,259
BRAY, SCOTT	59,522
BRAYSHAW, KIMBERLEY	62,895
BRAZIER, BETTE	85,668
BRECELJ, ELAINE	70,605
BRECHT, CHERYL	60,249
BRECKNELL, BEVERLY	57,738
BREHON, BRENDA	57,645
BREIDENBACH, KAREN	67,814
BREITER, CHRISTINA	50,892
BREKER, LAURIANE	54,209
BRENAUT, CHERYL	71,824
BRENNAN, SIOBHAN	62,491
BREWSTER, CHERYL	81,966
BRIENS, JOAN	84,437
BRIERE, YVETTE	61,287
BRILLANT, LYSA	66,593
BRINK MOONEY, MICHELE	50,832
BRINKMAN, AUDRA	55,983
BRISCOE, WILLIAM	60,448
BRISEBOIS, NANCY	70,408
BRITZ, KENDRA	53,758
BRODIE, SHANE	53,609
BRODSKY, ROSE	72,654
BROMM, LEANNE	60,077
BROOKS, MARK	58,604
BROOKS, WARD	71,494
BROST, RUTH	67,781
BROTZEL, MARLEEN	65,801
BROWN, BRENDA	79,809
BROWN, CARMEN	76,058
BROWN, CAROL	57,119
BROWN, EMERALD	86,347
BROWN, KATHLEEN	68,829
BROWN, RICHARD	57,594
BROWN, STUART	58,757
BRUCE, JANICE	71,699
BRUCE, MARIE	69,020
BRUCE, PATSY	71,475
BRUCKS, SUSAN	73,495
BRUNTON, GERALDINE	51,667
BRYANT, COLEEN	78,357
BRYANT, LINDA	117,327
BRYDEN, CANDICE	104,946
BRYDEN, LINDA	50,272
BRYNGELSON, CHERYL	54,126
BRYSON, ALMA	67,363
BUCHHOLZ, BLAIR C	87,674
BUCHKO, PHYLLIS	57,264
BUCHNER, PETER	55,666
BUCKINGHAM, SARA	61,954
BUCKLE, SHERRI	63,274
BUCKLEY, ALAN	111,438
BUCSIS, LOUISE	69,358
BUDNICK, PATRICIA	53,353
BUDZ, MARK	76,565
BUECKERT, ANN	50,130
BUEHLER, COLLEEN	56,324
BUELL, LAURA	52,796
BUETTNER, ADAM	71,012
BUGLAS, MICHELLE	58,735
BUGLER, BRENDA	56,436
BUHR, ANNAMARIA	78,630
BUIS, JACQUELIN	52,730
BULMER, DARIN	55,913
BUNKO, CHRISTINE	88,975
BURGHALL, HOLLY	63,726
BURKART, KATHERINE	61,530
BURKE, CARLA	60,128
BURKO, DONNA	77,943
BURRIDGE, MARILYN	68,258
BURTON, ANNABELLE	59,431
BURWASH, CONNIE	63,249
BUSBY, LEANNE	67,900
BUSCHMANN, GAIL	51,350
BUSHMAN, MARILYN	50,223
BUSSE, PATTI	53,796
BUTTINGER, MARY	55,625
CADMAN, COREY	72,027
CALISSI, PIERA	108,858
CALL, DONNA	70,637
CALLAGHAN, DIANE	62,139
CALLBECK, LORNA	54,263
CALLOWAY, BRENDA	64,954
CAMERON TURLEY, JENNIFER	54,778
CAMERON, COLLEEN	74,702
CAMPBELL, DONNA	62,289
CAMPBELL, KRISTIN	65,387
CAMPBELL, LINDA	56,206
CAMPBELL, NADINE	64,943
CAMPBELL, SHIRLEY	67,668
CAMPBELL, SUSAN	62,959
CAMPBELL, TYLER	51,737
CANNON, LLOYD	64,574
CANTIN, ALLISON	52,605
CARDINAL, LOUISE	95,137
CARE, LINDA	53,492
CARLOS, BARBARA	70,801
CARLSON, KIM	60,840
CARNEY, LAURA	72,829
CARON, PENNI SUE	75,779
CARON, TIFFANY	68,152
CARR, BONNY	90,199
CARR, GLADYS	60,078
CARR, SHERRY	58,063
CARRUTHERS, KATHRYN	50,428
CARTWRIGHT, COLLEEN	67,766
CASEY, JACQUELIN	66,050
CASOVAN, KATHRYN	57,385
CATTON, LINDA	70,381
CAULKETT, SEAN	83,498
CAVANAUGH, BRENDA	63,639
CEBULIAK, MAXINE	77,246
CELESTINO, ESTRELLA	55,696

CENAIKO, BRENDA	54,486
CERKOWNIAK, GWEN	68,870
CHABASSOL, ELIZABETH	67,665
CHABOT, KALI	53,984
CHALAZAN, WENDY	78,899
CHALIFOUX, DONNA	56,122
CHANTLER, RENA	72,085
CHAPMAN, ELLEN	59,800
CHAPMAN, GAIL	78,452
CHAPPELL, SHAWNA	57,604
CHAPPLE, MARY ANN	51,233
CHARBONNEAU, DEANNA	58,197
CHARLEBOIS, CECILE	95,198
CHARLTON, LINDA	67,528
CHARPENTIER, COLLEEN M	67,569
CHARTIER, SHARON	68,317
CHATTERSON, LEE	50,660
CHATTERSON, PATRICIA	67,955
CHEREPACHA, SHARI	75,671
CHEVRIER, PHILIPPE	55,154
CHILD, CHERYL	66,459
CHILD, PATRICIA	59,110
CHILDS, CARMEL	86,087
CHILDS, VIVIAN	58,280
CHIPAK, NATALIE	76,939
CHIPPERFIELD, KATHLEEN	71,419
CHIPPERFIELD, VALERIE	62,821
CHIRPILO, SHELLEY	127,940
CHISHOLM, KRISTI	77,463
CHLAN, MALCOLM	85,090
CHOBOTUK, DEB	70,453
CHOMETA, JAMES	74,802
CHOMETSKY, WILMA	71,923
CHOMYN, JANICE	83,359
CHORNEY, KATHERINE	70,069
CHORNEYKO, PATRICIA	95,102
CHOUINARD, KAREN	59,620
CHOVIN, LESLIE	64,246
CHOW, KAM	64,726
CHOW, MORGAN	70,391
CHRISTENSEN, AMBER	51,396
CHRISTIANSON, CINDY	55,939
CHRISTIANSON, KATHERINE	67,527
CHRISTOPHERSON, MELISSA	54,013
CHU, CAROLYN	65,909
CHURCH, MELISSA	58,602
CHURCHWELL, JUDY	68,790
CHUTSKOFF, PATRICIA	64,848
CHYKOWSKI, WARREN	67,749
CHYSYK, LOIS	53,712
CLAASSEN, TRACY	72,494
CLANCY, ANNA	52,034
CLANCY, SHEILA	68,467
CLANCY, VIVIAN	68,224
CLANCY, WARREN	52,089
CLARION, CHRISTOPH	56,433
CLARK, BONNIE	57,667
CLARK, CHRIS	52,717
CLARK, PATRICIA	69,336
CLARK, VIVIAN	65,596
CLARKE, JO ANNE	53,158
CLARKE, JUDY	51,026
CLARKE, KRISTA	51,046
CLARKE, LORNA	150,067
CLARKE, NADINE	67,433
CLAY, DANA	63,879
CLEMENT, VANESSA	69,855
CLINTON, ANDREA	88,901
CLOSSON, JUDITH	76,090
CLOTHIER, KAREN	57,068
COAKWELL, APRIL	56,841
COATES, JAMIE	67,304
COCHRANE, TRINA	60,897
COHEN, BERNENE	56,418
COLBORNE, KATHERINE	61,369
COLLINS, CAROL	55,793
COLLINS, DARLA	75,030
COLLINS, RENAE	64,794
COLLINS, TRACEY	63,061
COLLINS, VICTORIA	62,985
CONAN, JANET	71,864
CONDLIFFE, KIMBERLY	70,196
CONN, AUDREY M	74,291
CONNELL, KAREN	68,113
CONNOR, BRIGITTE	72,600
CONSTANT, BRIAN	57,172
CONSTANT, MARLENE	74,049
CONTRERAS, ANABEL	72,699
CONWAY, JANE	61,129
CONWAY, SHIRLEY	78,108
COOK, CAROL	76,844
COOK, GUY	61,084
COOK, MARLEEN	57,749
COOLEN, KARYN	70,751
COOMBS, MAUREEN	78,816
COONEY, DOUGLAS	52,480
COOPER, BRADLEY	62,493
COOTE, CATHERINE	85,954
COOTE, CHARLOTTE	56,144
COPPENS, DONALD	65,046
CORBEIL, JEANNELLE	75,170
CORBETT, TENNILLE	55,112
CORNFORTH, LINDSEY	61,750
CORRIVEAU, NICOLE	57,355
CORRIVEAU, SIMONE	59,768
CORTUS, MONICA	59,119
COSTELLO, KAREN	50,610
COTE RESCHNY, KIMBERLEY	60,944
COTE, COLLEEN	56,041
COTTON, LYNNE	60,490
COULDWELL, COLLEEN	78,797
COULDWELL, MARGO	80,857
COURTNEY, SHARON	68,888
COUTURE, RITA	59,447
COWIE, AUDREY	50,248
COX, TAISHA	58,045
COX, WAYNE	55,947
COZIAHR, GWENDOLEN	55,228
CRAM, KATHIE	70,519
CRAM, PATTI	61,249

CRASWELL, MARILYN	71,402
CREIGHTON, TRACY	53,491
CRESSMAN, GRACE	115,956
CRIPPEN, AARON	51,039
CRISTIANO, KAREN	53,877
CROMARTIE, JENNIFER	69,986
CRONE, VALERIE	70,952
CROSBY, SARAH	66,455
CROSSMAN, HEATHER	72,374
CROSSMAN, HEATHER	54,776
CROSSON, SHAWNA	52,928
CROWE, ALECIA	62,433
CRUMP, JOLENE	93,802
CRUTCHLOW, TODD	78,323
CRUZ, JERRY	64,644
CRUZ, JUN	102,467
CRUZ, MICHELLE	59,712
CUGNET, NICOLE	59,593
CULHAM, MICHELLE	62,989
CUMING, LYNETTE	63,998
CUMMINGS, CHERYL	54,789
CUNNINGHAM, LINDA	53,910
CURRIE, BARBARA	55,450
CUSHWAY, LYNN	64,672
CUSTER, BARBARA	66,854
CUTHAND, JOHN	59,486
CUTLER, TERRY	74,135
CYR, DONNA	84,614
CZEKAJ, LYNELL	64,167
D EON, JOCELYN	59,962
DADIOTIS, HELEN	72,317
DAGENAIS, RICHARD	92,608
DAHL, WENDY	60,779
DAHLEN, DOREEN	52,027
DAHLGREN, MARK	88,197
DAIGNEAULT, PATRICIA	85,359
DAKINIEWICH, MELISSA	51,022
DALMAN, DIANE	87,384
DALTON, SHIRLEY	62,157
DANELIUK, LEE ANN	57,996
DANGOR, JULIE	66,678
DANIELS, JULIA	59,906
DANIELSON, DANTON	64,804
DANYLCZUK, MICHELLE	58,393
DANYLIUK, JOANNE	64,347
DANYLUK, CHANTEL	56,718
DANYLUK, PATRICIA	93,656
DANYLYSHEN LAYCO, TRACY	50,088
DARBYSHIRE, RHONDA	67,319
DASH, DIANNE	74,679
DASH, EARL	53,271
DAVID, LESLEY	51,743
DAVIDSON, IRIS	68,482
DAVIDSON, TERRENCE	89,446
DAVIES, DANIEL S	98,986
DAVIES, DAWN WYNN	69,033
DAVIES, J MAURA	308,239
DAVIS, DARCY	81,480
DAVIS, ELOUISE	66,037
DAVISSON, DOROTHY	66,915
DAWSON, CHRISTINE	68,511
DAWSON, HEATHER	68,562
DE BAKKER, BRENDA	62,964
DE BRUIN, PAMELA	80,012
DEACON, MAUREEN	94,768
DEBEER, JEAN	52,372
DEBIENNE, NICOLE	52,566
DECK, ALISON	73,120
DECORBY, GAIL	55,785
DEGAGNE, LISE	55,056
DEGAGNE, MURIELLE	52,237
DEGEN, RUTH	88,054
DEGENSTEIN, LORAL	53,366
DEIBERT, LISA	95,457
DEIGHTON, LORNE	54,190
DEIGHTON, MARNIE	52,425
DELAINEY, DONNA	59,094
DELAINEY, TARA	64,108
DELBRIDGE, IMELDA	51,971
DELLE CURTI, ANGELA	76,869
DELLE CURTI, WANDA	51,254
DELLEZAY, GEORGE	81,295
DELORME, LEANNE	74,181
DELORME, SHELLY	65,501
DEMERS, FLORIDA	118,999
DEMONG, NADA	67,624
DEMPSEY, CHRISTINE	58,791
DENESIK, BEV	57,171
DENIS, BERTHE	66,264
DENIS, NANETTE	70,866
DENTON, JENNIFER	75,830
DENTON, MARY ANN	50,040
DENYS, FAYE	66,762
DEPPE STEWART, UTA	62,937
DEPPELER, DAVID	72,374
DEPTUCH, LYNNE	75,960
DERDALL, BRENDA	50,415
DERGOUSOFF, SHERYL	58,824
DERKSEN, MELISSA	53,233
DERRICK, BARBARA	51,715
DESJARLAIS, TRACY	91,279
DETILLIEUX, KATHY	51,124
DEVEREUX, KAREN	90,654
DEVRIES, ROB	71,480
DHAND, KIMBERLY	95,735
DIACON, LUCILLE	62,094
DICE, ENID	65,506
DICK, CAROLYN	64,261
DIDUR, EDWARD	50,762
DIEMER, MICHELLE	65,810
DIENO, ERIN	73,399
DIETRICK, STACY	75,496
DIGBY, ANNETTE	79,387
DIGBY, BRIAN W	77,375
DILLMAN, CORI	58,608
DIMNIK, STANISLAU	75,761
DIRPAUL, ALMA	57,408
DIUDEA, DANA	278,044
DIX, VANESSA	66,393
DIXON, DONA	61,008

DJKOWICH, DWAYNE V	86,395
DMYTERKO, CHRISTINE	56,774
DMYTERKO, DMYTRO	53,282
DMYTROWICH, JEFFREY	68,929
DMYTRYSHYN, CARMEN	69,836
DMYTRYSHYN, SYLVIA	80,190
DOBKO, TARA	65,314
DOBMEIER, LORETTA	56,747
DODDS, TERRY K	69,524
DODSON, MARGARET	50,004
DOELL, CRYSTAL	58,338
DOEPKER, CURTIS	60,609
DOEPKER, FAY	64,192
DOEPKER, LISA	59,719
DOEPKER, NATALIE	63,579
DOETZEL, KELLY	71,907
DOLAN LAPOINTE, LINDA	54,101
DONAHUE, JACLYN	60,303
DONALD, BRENDAN	64,893
DONLY, DAWN	80,525
DONNELLY, EDNA	65,198
DOONAN, ANNWEN	78,864
DORNAN, HELEN	67,449
DORRANCE, LEANNE	68,659
DOUCETTE, DEBBIE	66,110
DOUGAN, JEANETTE	58,727
DOUGLAS, CHARLOTTE	78,783
DOW, BRETT	69,362
DOWN, DEBRA	64,745
DOWN, LISA	70,326
DOWNEY, SHARON	55,698
DOWNING, BRENDA	89,849
DOYLE, FRANCES	66,621
DOYLE, SEAN	50,343
DRAUDE, DONNA	67,422
DRESSEL, JENNIFER	53,641
DREVER, EMILY	59,066
DRIEDGER, AMANDA	50,216
DRIEDGER, JOANNE	59,516
DRIEDGER, KATHE	68,314
DRIOL, CHRIS	70,263
DRUMMOND, GREG	114,960
DRURY, EDITH	59,555
DUBKOWSKI, CHARLOTTE	54,998
DUBOIS, SERENA	70,697
DUCHENE, MICHELLE	62,683
DUCHSCHER, CHERYL	73,241
DUCZEK, LAUREL	102,738
DUECK, SHIRLEY	68,803
DUENSING, MAUREEN	56,491
DUFF, CORINNE	77,451
DULOS, JOELLE M	73,544
DUMAS, DENITA	59,845
DUMONT, AMANDA	61,100
DUNHAM, DONNA	68,184
DUNLOP, TERRY	54,057
DUNN PIERCE, TANYA	81,296
DUNPHY, BOBBI	85,407
DUNVILLE, DEBORAH	59,746
DUNVILLE, IAN	63,640
DUPONT, PAULA	56,925
DUPUIS, DONNA	58,803
DURAND, MARIE	69,780
DURANT, RANDY	58,403
DURDEN, JEAN	66,072
DURHAM, KIM	55,472
DURHAM, TRICIA	57,069
DUTCHAK, JANE	81,182
DUTKA, ALICIA	57,231
DUTKA, JANA	70,802
DVERNICHUK, KAREN	71,610
DYCK BROCKMAN, CHERYL	54,621
DYCK, BRIAN	68,814
DYCK, KAREN	52,848
DYCK, LINDA	50,747
DYCK, MARIANNE	52,467
DYCK, MARLENE	52,400
DYCK, MARY LOU	63,354
DYKSTRA, DENISE	77,987
DYKY, TERRA	67,104
DYNA, DEBRA	66,697
DYOK, YVONNE	73,323
DYRLAND, KAREN	80,310
DZIADYK, JANET	94,189
DZIADYK, RITA	64,683
EAGLE, TARAH	64,473
EARL, JAMES	76,752
EBENAL, COLLEEN	56,791
ECCLES, MYRNA	76,334
ECKLUND, ELIZABETH	77,197
ECKLUND, JOANNE	68,750
EDWARDS, JACKIE	59,428
EICHHORN, ADAM	55,609
EICHORN, TERESA	57,597
EIKEL, MELANIE	63,216
EISCHEN, LISA	69,739
EISCHEN, ROXANNE	76,671
EKLUND, MICHELLE	59,499
ELASCHUK, MARYANNE	51,014
ELASH, BEVERLY	90,093
ELASH, DEBORAH	53,716
ELASH, JOHANNA	51,321
ELDER, MICHELE	53,090
ELDERKIN, AMBER	59,230
ELDSTROM, HILARY	63,701
ELDSTROM, JO ANN	88,664
ELGERSMA, WINNIE	62,158
ELIAN, NANCY	69,253
ELKE, LAURA	66,575
ELLINGSEN, DOUGLAS	72,431
ELLIOTT, ANTHONY	71,475
ELLIOTT, JULIE	75,960
ELLIOTT, LARRY	67,382
ELMGREN, MARGO	95,748
ELVE, CAROL	51,948
EMPEY, KAREN	68,436
ENGEL, EILEEN	79,611
ENGELE CARTER, KARI	81,804
ENGELE, ALANA	76,483
ENGELE, JEAN	55,775

ENGELE, JOANNE	70,540
ENGLAND, MEGAN	52,299
ENGLISH, IVAN	62,282
ENNS, ANDREA	55,226
ENNS, GEORGE	87,253
ENNS, LYNN	54,000
ENS, JEANETTE	99,018
ENS, RUSSELL	55,223
ENS, TAMMY	58,416
EPP, CAROL	59,462
EPP, DEALLE	52,806
EPP, RODNEY	100,272
ERICKSON HEIDE, KAREN	52,122
ERICKSON, COLEEN	75,747
ERICKSON, KIRSTA	59,540
ERIKSON PECHEY, KELLY	71,827
ERKER, DAWN	50,731
ERKER, GEORGE	50,603
ERKER, LINDA	73,619
ERMAN, CHARMAINE	59,142
ERNST, CAMILLE	59,105
ESPELETA, SOLITA	58,499
ESPESETH, PATRICIA	84,490
ESSON, TANIA	75,374
ESSON, WENDY	74,841
ETHIER, BERNICE	57,018
EULALIA, LEONORA	63,815
EVANS, BARBARA	108,042
EVANS, DARCIA	79,353
EVANS, GLADYS	60,878
EVANS, JENNIFER	72,026
EVANS, MARIE E	78,241
EVELEIGH, JENNIFER	64,144
EWEN, JANICE	55,914
EWEN, MARLA	73,955
EWERT, CARLA	61,105
EWERT, SANDRA	72,613
FAFARD, JO ANN	72,184
FAFARD, RHONDA	59,303
FAHLGREN, LAVERNE	94,563
FALASTEIN, PATRICK	50,918
FANDRICH, GUNTHER	55,315
FARDEN, DEB	78,298
FARRELL, DARLA	75,954
FAST, ANGELA	50,450
FAST, GRAHAM	105,088
FAST, KATE	83,967
FAST, KIM	53,192
FAUL SMITH, KAREN	56,969
FAURE, BARBARA	51,538
FAVREAU, ANNE	106,560
FEDERKO, ADELINE	73,813
FEDERKO, DEBBIE	70,248
FEDORAK, CORY	61,766
FEDRAU, CURTIS	79,289
FEDYK, BRIAN	65,324
FEDYK, DONNA	63,277
FEHR, ANDREA	55,660
FEHR, LORETTA	55,789
FEHR, TAMI	59,218
FELDBRUEGGE, WILLIAM	73,232
FELLING, JANICE	82,318
FELTON, JANICE	91,386
FENNER, YVONNE	111,160
FENTIMAN, PENNY	56,064
FERENCE, JEFFREY	59,013
FERGUSON, BRENDA	82,417
FERGUSON, MAUREEN	51,454
FERGUSON, MEGAN	54,620
FERGUSSON, KATHERINE	58,913
FICHTNER, THORA	53,029
FIDDLER, BETTY LOU	62,903
FIDDLER, MARTIN	77,703
FIDDLER, NANCY	63,132
FIEBER, MARLA	73,079
FILIPCHUK, CHARLOTTE	86,558
FINCARYK, LINDA	66,695
FINDLAY, ANDREW	90,512
FISCHER, ELMA	84,877
FISCHER, LORETTA	86,094
FISCHER, PAULETTE	62,246
FISHER FUENTES, BETTY	60,220
FISHER, EUNICE	71,726
FISHER, KELVIN	160,773
FISHLEY, RITA	56,889
FISKE, DANIELA	64,516
FISUN, ALEKSANDR	59,433
FITCH, RICHARD	65,390
FITZGERALD, BRENDA	187,955
FITZSIMMONS, ELAINE	72,104
FITZSIMMONS, LYNNE	54,278
FITZSIMMONS, MARLENE	70,904
FIX, LINDSAY	50,349
FJELD, MEGHAN	61,842
FLACH, DEBRA	70,556
FLACH, RON	60,874
FLANDERS, KELSEY	57,202
FLANDERS, ROBERTA	58,966
FLAVEL, JACQUELIN	68,165
FLEISCHHACKER, JOSEPHINE	55,212
FLEURY, SOPHIA	53,619
FLYNN, MICHAEL	54,987
FOFONOFF, DANIEL	51,843
FONTAINE, STEVEN	75,594
FONTAINE, SUZANNE	72,356
FONTAINE, VICKY	64,821
FONTAINE, YVONNE	81,002
FORBES, FRANCES	86,546
FORBES, SHELLEY	59,187
FORD, DEBRA	56,080
FORNWALD, AARON	70,030
FORNWALD, MELODY	70,082
FORREITER, DOROTHY	69,617
FORSEILLE, LINDA	71,703
FORTIN, CLEMENT	75,566
FORTUGNO, RENEE	67,746
FOSTER, BEV	74,710
FOSTER, CHRYSTAL	64,886
FOSTER, COLLEEN	74,060
FOSTER, KATHERINE	74,109

FOSTER, KIMBERLY	62,535
FOSTER, MARGARET	58,846
FOTH, BERNICE	72,418
FOX REID, MARILYN	68,095
FRANCIS, BRENDA	69,772
FRANK, AGNES	51,933
FRANK, KAREN	84,043
FRANK, LISA	65,970
FRANK, LORI	113,475
FRANKO, JOANNE	77,663
FRANSOO, CHERYL	73,384
FRASER, BRENT	74,429
FRASER, GRANT	65,946
FRASER, STEPHEN	66,484
FRAYLING, JANET L	89,374
FREDERIKSEN, WENDY	70,362
FREILINGER, DIANNE	56,870
FREISTADT, WANDA	63,642
FRENCHMAN, CLARENCE	63,579
FRERICHS, KATIE	75,770
FRICK ROZDILSKY, JANLYN	80,601
FRIESEN, BRENT	54,250
FRIESEN, EDNA	63,689
FRIESEN, LINDA	75,589
FRIESEN, LORENA	51,839
FRIESEN, LORI	61,266
FRIESEN, MICHELLE	61,230
FRIESEN, MICHELLE	52,962
FRIESEN, NANCY	54,291
FRIESEN, RUSSELL	59,544
FRIESEN, SHANNON	69,202
FRIESEN, VALERIE	84,432
FRIESEN, YVONNE	71,329
FROESS, MARK	85,131
FROESS, TERESA	54,571
FROH, PENNY	79,765
FUESSEL, CONNIE	68,758
FULFORD, MARILYN	69,614
FULMER, CINDY	50,317
FUNK, CHERYL	60,842
FUNK, LORI	56,051
FURBER, RHONDA	89,916
GAGE, CHONA	79,191
GAGNON, DALE	81,449
GAGNON, TERRAH	53,328
GALATIUK, SHIRLEY	72,820
GALENZOSKI, DEBRA	67,421
GALGER, KATHY	68,828
GALLANT, LEE	96,776
GANTEFOER, AMY	74,707
GAO, XIU LI	66,959
GARBE, JEANNETTE	68,963
GARBOLINSKY, DIANNE	64,343
GARCIA, JOSEFINA	83,318
GAREAU, LANA	70,375
GARGOL, LORIE	54,145
GARNER, CAROLINE	52,419
GARTNER, LINDA	65,710
GARTNER, STEPHANIE	54,022
GASPER, LARRY	63,290
GASPERS, JANICE	55,588
GATZKE, KAREN	55,077
GATZKE, SARAH	89,948
GAUCHER, ALICE	68,968
GAUCHER, TRACEY	53,772
GAUTHIER, DAVID	82,666
GAUTHIER, MARIELLE	70,325
GAUVREAU, JOY	64,292
GAWLUK, BRENDA	56,433
GE, YAMEI	122,037
GEDDES, CHERYL	54,165
GEGNER, JOAN	86,969
GEIGER, DONNA	116,711
GEISSLER, TIM	77,749
GENEST, PEGGY	57,266
GENEST, SHARON	77,245
GENTES, ROB	90,767
GENTNER, DARLENE	79,857
GEORGE, ALEX	56,333
GEREIN, DOLORES	82,295
GEREIN, JEAN	64,527
GERLACH, VALERIE	72,257
GERLINSKY, PEGGIE	63,644
GERMAIN, BARB	68,634
GERMAIN, CLAUDETTE	65,171
GERMAIN, MARVIN	58,170
GERMAIN, PENNY	89,303
GERMAN, ROBERT	64,194
GERRARD, NIKKI S	99,110
GERSPACHER, KRISTINA	74,666
GERVAIS, DWIGHT	65,603
GERVAIS, LINDSAY	54,252
GERVAIS, THAINE	59,991
GERWING, KATHERINE	76,986
GERWING, MARILYN	58,522
GETUIZA, LIEZEL	55,605
GIASSON, HOLLY	59,096
GIBLIN, TRAVIS	61,840
GIBSON, BRIAN	54,961
GIBSON, DAVID	118,680
GIBSON, EILEEN	73,570
GIBSON, JULEE	67,655
GIBSON, LORRAINE	52,778
GIBSON, MARILYN	57,380
GIBSON, SANDY	87,810
GIBSON, TERRENCE	83,040
GIBSON, WENDY	67,195
GIDDINGS, GAIL	63,899
GIEG, TERESA	69,398
GIESBRECHT, DELPHINE	61,707
GIESBRECHT, RONALD	75,891
GIESBRECHT, VERA	61,395
GIGNAC, RAMONA	58,810
GILBERTSON, JOCELYN	53,104
GILBERTSON, KRISTINE	66,841
GILCHRIST, DAWN	65,327
GILLILAND, SEAN	51,359
GILLIS, MARLENE	58,299
GILLOTT, CAROL	70,092
GINTHER, DEBRA	62,095

GINTHER, RONALD	96,413
GIRLING, VALERIE	66,492
GIVEN, CHERYL	71,848
GLAB, MICHELLE	98,857
GLENNIE, SHEILA	95,205
GLOVER, NANCY	81,620
GLOVER, SARA	53,956
GLOWA SOKOLUK, SARAH	60,950
GLUM, HELENA	68,726
GODDARD, TRACEE	56,806
GODFREY, DONNA	69,884
GODSALVE, VALERIE	175,743
GOERTZ, PHYLLIS	82,789
GOERTZEN, LAURIE	53,841
GOETZ, DOREEN	62,860
GOETZ, RUTH	52,925
GOLDADE, TRACEY	63,311
GOLDBECK, NICOLE	77,693
GOLL, GWEN	71,090
GOMEZ, JOSE	282,464
GONNET, BECKY	56,764
GOODMAN CHARTIER, SANDRA	67,528
GOODMAN EIFLER, DAPHNE A	80,285
GOODMAN, DAVID	103,682
GOODMAN, GLORIA	66,245
GOODMUNDSON, CAROLINE	59,402
GOODWIN, MELANIE	50,667
GOODWIN, SUSAN	69,112
GORDON, BRUCE	56,913
GORDON, JULIE	73,702
GORDON, TREVOR	75,833
GORE, RICHARD	64,832
GORECKI, LYNN	93,309
GORGCHUCK, CAROL	71,783
GORKOFF, KAREY	59,764
GOSSELIN, DIANNE	56,993
GOULDING, KRISTINE	68,655
GOWDA, LINDA	105,142
GRABOWSKI, JOYCE	56,155
GRACE, MELANIE	82,111
GRAF, DIANNE	62,401
GRAF, DOROTHY	56,200
GRAFF, RUTH	107,832
GRAHAM WOLOSHYN, MARGARET	86,984
GRAHAM, AGNES	77,876
GRAHAM, CINDY	84,265
GRAHAM, MAUREEN A	79,184
GRAHAM, TRENNA	51,593
GRANT, CAROL	62,502
GRANT, CHRISTOPH	85,558
GRANT, DORIS	68,535
GRANT, KATHERINE	55,869
GRAUER, KAREN	97,236
GRAY, GWEN	75,241
GRAY, LORRAINE	51,041
GRAY, ROSEMARIE	68,740
GREASER, WALTER	78,379
GREEN, HEATHER	63,761
GREEN, KEVIN	52,828
GREENE, CINDY	72,100
GREENOUGH, TIMOTHY J	93,894
GREENWOOD, LORRAINE	63,990
GREER, DELLA	65,315
GREGORY, KEVIN	51,342
GREGORY, MICHELLE	55,698
GRETCHEN, ANGELINE	63,573
GREYEYES, KAREN	78,638
GREYEYES, SANDRA	85,943
GRIMARD, ANGELA	60,845
GRIMARD, LESLEY	60,787
GRIMARD, RAYNALD	54,788
GROCHULSKI, ALEKSANDR	57,235
GROCUTT, LORI	80,233
GRONSDAHL, JOY	50,874
GRONVOLD, DARREN	73,481
GRONVOLD, TRACY	66,025
GROSS, JANET	59,040
GRUENING, KERSTEN	56,729
GUDJONSON, DONNA	60,377
GUDMUNDSON, CAROL	79,612
GUDMUNDSON, DEBRA	124,353
GUDMUNDSON, EILEEN	60,737
GUDNASON, DOUGLAS	56,991
GUENTHER, JUDY	56,097
GUENTHER, M DAWN	82,335
GUENTHER, WENDY	60,363
GUEUSQUIN, MARLENE	56,256
GUIDINGER, JOY	60,813
GUIGON, BONNIE	72,215
GUILLEMIN, VALERIE	69,965
GUILLOU, DEBRA	60,877
GUIMBATAN, STIM	57,268
GUINA, KATHLEEN	83,130
GULKA, MARIANNE	58,712
GULLEN, KATHY	72,913
GULUTZAN, MELANIE	79,731
GUNTHER HANSEN, DEBORAH	70,050
GUNTHER, IRENE	54,666
GUNTHER, JOYCE	69,025
GURNEY, NELIA	69,677
GURRY, LOUISE	65,410
GURSKY, CECILIA	99,142
GURSKY, JOE	57,390
GURSKY, SHERRY	64,835
GUSE, TAMMY	65,092
GUSPODARCHUK, BERNICE	51,782
GUTEK, CYNTHIA	52,901
GUTENBERG, VALERIE	67,217
GUZAK, JENNIFER	64,321
GWILLIM, PEGGY	96,182
HABERSTOCK, GAIL	66,971
HACKETT, JENNIFER	50,062
HACKETT, PATRICIA	66,787
HACKL, CRAIG	68,077
HADUIK, KRYSTAL	71,340
HADUIK, SUSAN	71,710
HAFNER, TANYA	63,432
HAGEL, CAROLYN	58,408
HAHN, CARRIE	53,548
HALABURA, JUDY	55,850

HALABURA, RON	54,169	HART, DANA	54,874
HALBGEWACHS, DEIRDRE	53,987	HART, KAREN	79,675
HALL, JANIS	72,700	HARTLEY, GINNIE	75,020
HALLAM, DAN	54,684	HARTSOOK, CATHY	64,292
HALPAPE, JOAN	70,980	HARTWIG, SANDRA	56,321
HALSTROM, LORNA	71,869	HARTZ, RHONDA	50,394
HAMEL, JENNIFER	58,434	HARVEY, SHARON	117,003
HAMEL, MARLENE	58,827	HASKEY, NATASHA	56,774
HAMILTON, DARWIN	54,047	HATALA, JENNIFER	64,846
HAMILTON, DIANE	68,733	HATTORI, SUSAN	70,918
HAMM, BRENDA	66,120	HAUBRICH, GEORGENA	70,758
HAMM, COLLEEN	64,979	HAUG, SANDRA	50,918
HAMM, MARTHA	72,015	HAUGRUD, DIANE	87,399
HAMM, MYRN	79,003	HAVER, ANN	54,921
HAMM, SANDRA	63,808	HAWKE, MARGOT	81,775
HAMMERLINDL, ANGELA	56,754	HAWKINS, ANNEMARIE	69,219
HAMOLINE, NORMAN	65,941	HAY, DEBORAH	74,901
HAMPTON, CARMEN	54,672	HAY, MARILYN	67,545
HANCHEROFF, LISA	65,836	HAYDEN, DELLA	65,079
HANCOX, ELIZABETH	76,680	HAYES, BARBARA	92,177
HANKE, KAREN	66,804	HAYES, TERRA	65,093
HANLON, KEVIN	62,181	HAYWARD, COURTNEY	86,492
HANMER, STACEY	89,828	HEADLEY, TRACY	60,126
HANNA, CHRISTINE	64,215	HEATH, JACKSON	55,695
HANNAM, DIANNE	77,432	HECK, BRIAN	100,624
HANSEN, CLIFFORD	62,558	HEDIN, NOLA	85,248
HANSEN, LAURA	50,021	HEFFERNAN, CELESTE	73,622
HANSEN, STANLEY	71,501	HEFFERNAN, JUDY	85,170
HANSON, BIANCA	66,643	HEGYI, JAYNE	51,141
HANSON, GAYLE	61,051	HEILMAN, LEAH	97,210
HANSON, JENEVIEVE	53,195	HEIN, BEVERLEY	58,020
HANSON, LEANNE	90,467	HEIN, NATALIE	57,551
HANSON, LINDA	60,087	HEINRICHS, KIP	64,589
HANSON, NANCY	65,519	HEINRICHS, PAMELA	81,388
HANSON, SPENCER	108,604	HEISE, JEANETTE	74,281
HANTKE, BRENDA	88,736	HELMER, D ARCY	91,355
HANTKE, ERIN	60,808	HELSTROM, BRADLEY	50,839
HAPP, LORRAINE	73,178	HELSTROM, STACEY	51,822
HARALDSON, PATRICIA	58,136	HENBURY, LOIS	56,111
HARBIDGE, DEANNA	50,975	HENDERSON, MARK	66,505
HARDER, BERNICE	73,319	HENDRY, M ANN	70,303
HARDER, HELENA	52,308	HENLEY, CORYLYNN	79,122
HARDER, KERRIE	61,893	HENLEY, VIONNE	51,066
HARDER, THERESA	66,132	HENNEY, SUSAN	73,902
HARDER, TRACEY	55,445	HENRY, CAROL	77,841
HARDING, DEBORAH	66,032	HENRY, DAVID	66,728
HARDING, JANET	115,179	HENRY, SHARON	52,954
HARDY, TASHA	72,884	HERGOTT, JOAN	69,381
HARLEY, DIANA	51,414	HERSHEY BERGEN, JULIE	74,180
HARMS, CARRIE	52,915	HERTZUM LARSEN, LOIS	81,746
HARNISH, MARY	69,739	HESTERMAN, YVONNE	62,552
HAROLD, DIANE	60,578	HEUSDENS, CAROL	64,962
HARPELL, STACEY	72,595	HEWSON, JEANETTE	50,413
HARRIS, BARBARA	63,300	HEY, FRANCES	53,939
HARRIS, DWAYNE	61,577	HEYLEN, DALE	103,807
HARRISON, MARY	51,551	HICKS, DEBBIE	88,989
HARRISON, MAUREEN	55,190	HICKS, MARNI	62,280
HARRISON, TERRY	56,715	HIEBERT, WES	61,369
HARRON, DAWN	60,161	HIENTZ, VALERIE	62,291
HART, BARBARA	56,905	HIGGS, MARLENE	55,214

HILBERT, KATHLEEN	69,848
HILDEBRAND, CONNIE	57,975
HILDEBRAND, RUTH	50,966
HILKEWICH, MELANIE	76,158
HILKEWICH, TERRY	56,268
HILL, AUDREY	65,618
HILL, BRENDA	50,074
HILL, DARREN	58,555
HILLIS, SARAH	80,449
HILLS, JANET	69,077
HILSENDAGER, RONNA LEE	50,952
HILTON, CURTIS	56,242
HINDMARSH, KAREN	76,051
HINZ, CAROLINE	52,966
HINZ, LORI	99,151
HJERTAAS, RONNA	66,614
HNENNY, VERA	98,085
HOBBS, STACEY	70,744
HODGINS, IVY	69,650
HODGSON BURKART, DEBRA	57,947
HODGSON, NANCY	60,983
HODSON, MICHAEL A	79,486
HOEPPNER, SUSAN	56,781
HOFFART, EDWIN	81,295
HOFFER, DIANA	63,601
HOFFERT, CAROLYN	56,298
HOFFMAN, MICHELE	70,263
HOFFMAN, RALPH	91,635
HOGAN, SANDY	60,025
HOGBERG, CINDY	64,166
HOGBERG, GAIL	63,726
HOGEL, ROBERT	84,875
HOGG, PATRICIA	53,903
HOHOL, DEMJAN	93,793
HOLAND, ANISSA	62,269
HOLCOMB, VALERIE	77,406
HOLIZKI, WANDA	68,364
HOLMES, CINDY	66,694
HOLMES, DENISE	68,826
HOLOWATY, JEAN	82,432
HOLOWATY, RENEE	61,308
HOLOWATY, ROSALIND	52,277
HOLSTEIN, JANELLE	76,064
HOLSTEN, JACQUELIN	62,163
HOLTER, RACHEL	52,445
HOLTKAMP, YVONNE	69,367
HOLTSLANDER, FRANCI S	72,934
HOLTSMAN, PATTI	69,641
HONDROS, BRENDA	71,071
HONEYGHAN, HUIE	55,761
HOOD, BOB	59,618
HOOD, GAYLE	62,764
HOPFAUF, JOE	58,883
HOPPE, CAROLYN A	79,826
HORDAL, GAIL	66,762
HORLICK, ANNA	53,945
HORVATH, CRYSTAL	61,329
HORVATH, FAY	70,365
HOSEGOOD, LINDA	101,378
HOSNI, ANGELA	80,396
HOTZAK, YVONNE	69,009
HOULE, BARBARA	68,683
HOUNJET, CELINE	61,598
HOUNJET, LORIE	53,362
HOUNJET, MELANIE	90,558
HOVDESTAD, WENDY	52,326
HOWARD, AUDREY	51,651
HOWARD, DENISE	71,695
HOWEY, LENORE	51,658
HRABOK, DIANE	66,840
HRAPCHAK, CELESTE	60,311
HRYN, DARCY	85,564
HRYNIUK, ANGELA	52,016
HRYNUIK, CRYSTAL	71,958
HUARD, MARC	65,572
HUARD, SHELLEY	58,398
HUBBARD, CAROLINE	121,272
HUBER, JANELLE	64,041
HUBER, THERESA	70,601
HUBIC, KYLE	68,324
HUBIC, TRINA	70,370
HUBICK, SHERRI	57,673
HUCKABAY, MELISSA	57,170
HUDSON, LEONA	74,016
HUEBNER, LISA	71,586
HUGHES, MICHAEL	56,411
HUMEN, VALERIE	73,629
HUMOL, ALMIRA	72,916
HUMPHREYS, DARIN	91,950
HUMPHREYS, JEANETTE	78,337
HUMPHRIES, LYNDA	68,142
HUNCHAK, AIMEE	55,687
HUNT, BEVERLEY	73,012
HUNT, HEIDI	59,551
HUNTER, AMANDA	60,185
HUNTER, LESLEY	116,949
HURD, JANICE	59,982
HUSTEJ, SUSAN	58,340
HUSTON, ROGER	75,034
HUTCHISON, ROBERT	54,324
HUTCHISON, SHARON	66,322
HUTTON, STUART	126,006
HYLAND, BRENDA	72,068
IFE, CHRISTIE	78,558
ILG, GERALD	54,684
INCH, ROXANNE	73,022
INGLEBY, AMANDA	58,379
INGVARDSEN, BETTY	50,050
INSULL, KAREN	68,261
IRVINE, BRENT	70,024
IRWIN, HELEN	74,502
IRWIN, SCOTT	90,792
ISBERG, LESLIE	54,661
ISELY, DOUGLAS	65,323
ISLEY, MONA	65,533
JABUSCH, MELODIE	67,830
JACEK, CORRINE	79,852
JACKSON, DAVID	56,193
JACKSON, JANET	51,180
JACKSON, LEONA	65,246

JACOBS, DONNA	63,953
JACOBS, MICHAEL	56,998
JACOBSON, DARLENE	67,832
JACQUES, MARGARET	70,424
JACQUES, SARAH	96,951
JAHNER UDEY, SHARLEEN	77,604
JAMES, KYLA	59,619
JAMES, MICHAEL	66,382
JAMES, SHAMUS	55,488
JAMESON, ROB	57,449
JAMISON, ELAINE	74,006
JANSER, MICHAEL W	78,878
JANZEN, ANITA	60,817
JANZEN, DIANNE	63,101
JANZEN, NAOMI	66,043
JANZEN, RICHARD	56,520
JANZEN, TRACIE	54,081
JAROTSKI, JASON	71,739
JEANSON, JOYCE	66,678
JEFFERY, CATHERINE	95,172
JELISAVAC, GORAN	68,645
JENKINS, SHELLEY	54,014
JENNETT, LLOYD	63,707
JENNINGS, JOANNE	58,844
JENSEN, BART	65,986
JENSEN, BRENT	93,654
JEONG, MISIL	56,251
JEPSON, DEANNA	52,534
JESS, JAMES	51,791
JESS, KAREN	69,431
JOBE, JANET	63,654
JOHNSON, COLLEEN	53,718
JOHNSON, DEBORAH	57,189
JOHNSON, DEBRA	58,660
JOHNSON, ELLY	62,731
JOHNSON, KELLY	72,617
JOHNSON, LANDON	60,034
JOHNSON, LORENE	67,325
JOHNSON, LORRAINE	63,969
JOHNSON, PAUL	62,441
JOHNSON, PAULA	62,109
JOHNSTON, BARRY	63,380
JOHNSTON, CHERYL	67,795
JOHNSTON, CLARE	84,076
JOHNSTON, EVELYN	64,949
JOHNSTON, FAYE	72,249
JOHNSTON, HALEY	59,565
JOHNSTON, HEATHER	72,723
JOHNSTON, JAIME	68,258
JOHNSTON, LAURA LEE	69,808
JOHNSTONE, LORI	64,453
JOHNSTONE, NICOLE	72,577
JOLLY, SHELLEY	71,527
JONASSON, SHELLEY	83,090
JONES DEPTUCH, ELAINE	60,189
JONES, KRYSTAL	64,606
JONES, NANCY	62,739
JONES, NOLA	76,011
JORDAN, MICHAEL	81,475
JORGENSON, DEREK	107,645
JOUAN TAPP, DONNA	85,519
JOVIC FILIPOVIC, SANJA	51,307
JUDD, ANN	62,656
JULIEN, NANCY	67,882
JUMA, HUSSAIN	81,295
JUNGWIRTH, PATTI	64,152
JUNK, MAUREEN	68,028
JUZYNIEC, ROXANE	50,509
KAAR, JASON	50,245
KABATOW, COLLEEN	73,390
KACHOR, JUNE	51,119
KACHOR, MAUREEN	78,421
KACHUK, LAVINA	69,378
KACHUR, BARBARA	71,477
KACHUR, ELLEN	94,763
KADASH, NICK	64,700
KALINOCHA, JAMIE	53,626
KALINOCHA, KATIE	55,118
KALYNKA, CAROLINE	77,687
KAMINESKI, CHERYL	74,391
KANHAI, GWENDOLYN	72,033
KANHAI, TAMRA	66,606
KANIGAN, NADINE	96,619
KAPELL BROWN, CHERIE	57,863
KARAKOCHUK, LAURINDA	59,213
KARALASH, PATRICIA	57,073
KARDASH, LARRY	54,289
KARLSON, CAROLYN	62,885
KARNES, LORI	88,024
KARPINKA, SUSAN	74,556
KARPPINEN, LESLIE	75,063
KARST, BLAKE	70,244
KARST, COLIN	63,096
KASLAM, MAUREEN	84,190
KAUTZ, KATHARINE	76,612
KAWCUNIAK, LORRIE	56,092
KAWULA, KARYN L	80,263
KAYTO, DENISE	90,460
KEBEDE, ATAKELT	50,927
KEDDY BREZINSKI, DAWN	64,521
KEELER, SUSAN	82,930
KEEN, JOHN	89,086
KEEPING, KRISTY	60,715
KEFFER, AIMEE	57,113
KEIL, ERIC	69,552
KEINDEL, IRIS	59,149
KELLN, JOLANTA	65,268
KELLY, JANICE	51,177
KELLY, JENNIFER	62,423
KELSEY, MELISSA	64,146
KEMP, PAMELA	68,102
KEMPNY, KAREN	52,015
KENNEDY, VICKI	71,422
KENNY, ABIGAIL	57,937
KENT SMITH AMARA, MARIA LUI	80,301
KENWAY, KAREN	62,854
KERNOHAN, JUDITH	56,391
KERPAN, BONNIE	55,514
KESSLER, GWEN	72,017
KEYOWSKI, THERESA	65,665

KHAN, WALI	123,424
KIEFER, SIMONE	70,125
KILAND, LOREYLYE	68,035
KILDAW, SHIRLEY	67,507
KILPATRICK, MARTY	58,532
KIMBALL, NICOLE	66,509
KINAR, KAREN	81,504
KINCADE, ALEXIS	74,514
KINDRACHUK, DONNA	99,328
KING, HEATHER	52,079
KING, LORNA	57,702
KING, PENDELYNN	54,790
KING, TINA	60,847
KING, VERNA	53,541
KINGWELL, VERA	60,670
KIRK, AMY	61,512
KIRKLAND, BARBARA	82,270
KIRKPATRICK, JOAN	73,226
KISH, AUDRA	58,231
KLASSEN, ALIYA	59,652
KLASSEN, JONATHAN	53,401
KLASSEN, LAURA	68,630
KLASSEN, LINDA ANN	77,720
KLASSEN, MEGHAN	50,315
KLASSEN, SHANNON	76,285
KLASSEN, VALERIE	74,000
KLEBAUM, NANCY	79,480
KLEIN HEWITT, SHARON	64,049
KLEIN, JEANANNE	88,330
KLEIN, VIVIANE	56,364
KLINE, DAVID	104,963
KNAFELC, D LYNN	68,435
KNAUS, KATHLEEN	83,023
KNEZACEK, SANDRA	57,169
KNIGHT, DEANNA	56,111
KNIHNISKI, ANGELA	59,265
KNIHNITSKI, CHRISTINA	60,100
KNORR, BERNIE	57,330
KNORR, BEVERLEY	50,525
KNUTSON, RENEE	64,340
KOBELSKY, LINDA	54,255
KOHLE, GLENDA	73,414
KOHLE, LYNN	74,252
KOHUT, JENNIFER	63,186
KOK, JANNA	55,235
KOLBACK, NOREEN	66,498
KOLBE, LEANNE	50,350
KOLBINSON, CHERYL	99,678
KOLBINSON, JANICE	82,740
KOLBINSON, KAREN	64,901
KOLLA, BRENDA	56,536
KOLLA, KATHLEEN	100,573
KOMARANSKY, MARLA	77,993
KOMETSCHER, LYNN	56,160
KONECNIK, LEESA	74,482
KONECNIK, TRENT	52,245
KOOB ROACH, GWEN	58,840
KOOP, DWIGHT	60,898
KOOP, ELAINE	70,965
KOPECK, RICHARD	58,290
KOREC, JASON	55,115
KORINETZ, STEVEN	54,523
KORNDER, NOLA	76,380
KORNDER, ROY	71,395
KORNELSEN, CHERIE	63,993
KOROLL, SUSAN	69,703
KOROLUK, JANINE	59,882
KORSBERG, EDMEE	88,158
KORTE, JANICE	50,431
KORTE, LIANNE	71,700
KORTE, SHERYL	51,040
KOSHELUK, SHERI	75,160
KOSHINSKY, COLIN	55,547
KOSHINSKY, DEBRA	84,340
KOSHINSKY, VALERIE	73,762
KOSKI, MARY	66,808
KOSLOSKI, CAROL	58,184
KOSOKOWSKY, LINDA	52,482
KOSOWAN, TANJIA	64,142
KOSTENIUK, LORNA	59,049
KOSTIHA, DEBRA	67,692
KOSTIUK, ROBERT	62,129
KOSTYK, JOANN	74,577
KOSTYNA, MARIANNE	66,918
KOTELKO, PEGGIE	74,868
KOTYK, LYNN	70,183
KOTZER SCHACHER, DAPHNE	63,878
KOWAL, KIRSTI	51,927
KRAFT, BRIAN	81,236
KRAFT, CARLEY	52,973
KRAL, MAUREEN	141,957
KRAMCHYNSKI, DARREL	61,002
KRATCHMER, MARY	68,554
KRAUSE, SHANNON	52,642
KRAWEC, LAURA	64,188
KRAYNICK, KATHRYN	69,783
KREUGER JONES, JUDY	55,532
KRIEGER, ALAN	82,042
KRIEGER, ELAINE	95,794
KRIESE, BARBARA	70,856
KROEGER, ARNOLD	66,673
KROEGER, BRENDA	50,285
KROEGER, JOY	81,588
KROEGER, TERRY	74,422
KROEKER, CRYSTAL	70,147
KROEKER, ROXANNE	80,624
KRUEGER, DEBORAH	61,264
KRUPPI, DENISE	55,151
KUEHN, KIM	73,384
KUIN, MARY ANNE	67,158
KULING, PAUL	73,988
KULING, SUSAN	85,884
KULYK, PATRICIA	71,516
KUSHNIRUK, TRACEY	69,366
KWIATKOWSKI, BRENDA	61,487
KWIATKOWSKI, KEVIN	67,512
KZYZYK, JOANNE	55,556
LABAS, YVONNE	85,443
LABATT, BARBARA	53,349
LABORDE, CARRIE	51,124

LABRASH, LISA	55,615
LABRASH, MICHELLE	77,241
LABRASH, VALERIE	60,377
LACHAPELLE, CONNIE	62,819
LACKIE, NANCY	69,029
LACZYNSKI, HOLLY	60,633
LADOUCEUR, NICOLE	84,749
LAFRAMBOISE, SHANNA	61,462
LAHEY WIGGS, CAROL	62,821
LAHEY WIGGS, JOHN	72,758
LAING, CANDACE	86,179
LAIRD, ALLISON	51,537
LAIRD, MEGAN	56,551
LAIRD, NORMA	67,771
LALIBERTE, ELAINE	60,272
LALIBERTE, JACQUELIN	51,585
LALONDE, ALAIN	75,110
LALONDE, JEANNIE	69,012
LAMARCHE, SUSAN	66,847
LANDELL, PAMELA	60,319
LANDERYOU, JULIE	64,521
LANDRY, SANDRA	50,666
LANDRY, SERENA	61,628
LANDRY, SHAN	161,270
LANE, SANDRA	50,147
LANGEVIN, FRANCES	76,206
LANGSTON, PAMELA	54,782
LANSDALL, DOREEN	63,813
LAPOINTE, LORIE	68,021
LARMET, JOHN	82,904
LAROCQUE, HARVEY	71,986
LAROCQUE, VALERIE	76,902
LAROQUE, SHIRLEY	73,969
LARSEN, SYLVIA	63,124
LARSON, BARB	54,278
LARSON, CONSTANCE	81,016
LARSON, JENNIFER	66,710
LARSON, KAREN	51,259
LASIUK, BLAINE	51,392
LASKOWSKI, ROBIN	62,583
LATIMER, BRENT	65,178
LATO, KIMBERLY	78,022
LAUGHTON, THOMAS	58,830
LAUTNER, SYLVIA	51,259
LAVALLIE, NORMAJEAN	56,099
LAVERGNE, JOCELYNE	91,661
LAVERTU, DANNY	63,375
LAVERTU, ROXANE	51,407
LAVOIE, JANET	65,494
LAWRENCE, CHERIE	60,058
LAXDAL, LORI	60,345
LAYTON, GENE	83,716
LAZAR, MARILEE	77,517
LAZARO, JESUS	75,875
LEANEY, COLLEEN	66,759
LEBEL, CRYSTAL	55,874
LEBLANC, SOPHIE	59,513
LECLAIRE ROACH, CANDACE	65,251
LECLERC, CINDY	57,160
LECLERC, KARINE	56,441
LEDDING, BRENDA	65,191
LEDRAY, RISA	73,035
LEE PELLETIER, KELLY	50,876
LEE, DONNA	75,659
LEEK, DEBBIE	81,295
LEEPART, HEATHER L	59,532
LEES, JANET	92,925
LEES, MAUREEN	75,172
LEFAIVRE, LORI	51,533
LEFOL, LAURETTE	67,631
LEHMANN, CARON	50,175
LEISLAR, LYNN	69,147
LEITCH, MICHELLE	51,385
LEITE, ELAINE	68,766
LEMESURIER, JENNIFER	59,598
LEMSTRA, MARK	78,750
LEONARD, MARIA	81,802
LEONHARDT, DIANE	53,196
LEONTOWICZ, SHARON	62,527
LEPAGE, BERNARD	71,425
LEPAGE, DIANNE	66,416
LEPAGE, KENNETH	95,130
LEPAGE, TREENA	74,443
LEPITZKI, JUDY	76,565
LEPOUDRE, CHRISTA	67,401
LEPSENYI, LEONA	51,628
LERAND, KASANDRA	59,842
LESKO, LINDA	51,588
LESLAR, TERRY	142,869
LESLEY, SANDEE	65,149
LESSER, WILLIAM	50,366
LESSMEISTER, MARY ELLE	83,997
LESTER, BRYAN	57,358
LESYK, JAN	63,184
LETWINIUK, ELIZABETH	50,730
LETWINIUK, SUSAN	52,172
LEUNG, AMY	54,394
LEUNG, SHIRLEY	76,950
LEUSCHEN, GLENN	85,851
LEUSCHEN, LAUREL	63,111
LEVESQUE, KAREN	96,186
LEVESQUE, MARK	53,952
LEWIS, LINDA	68,633
LEYDON, NOELLA	103,272
LIBADIA, ROSALYN	58,834
LIBKE, DENAE	68,434
LIEBELT, DWAYNE	73,371
LIEBRECHT, STUART	87,512
LIGHTFOOT, FRANCES	77,227
LIM, SHERENE	71,330
LIMACHER, JENNIFER	52,643
LINDBERG, BRENDA	79,007
LINGELBACH, DIANNA	80,856
LINK, LANA	62,670
LINKLATER, KARMEN	54,725
LINWALL, KATHLEEN	51,883
LIPKA, AUDREY	75,669
LISSINNA, WENDY	53,592
LITTLE, BRANDON	57,378
LITTLE, PATRICIA	50,499

LITWIN, KATHLEEN	67,689
LITZ, LORELEI	51,692
LITZENBERGER, TRENT	72,584
LLOYD, THERESE	54,317
LOBERG, JACQUELIN	67,944
LOCK, BRENDA	81,745
LOCK, PATRICIA	67,019
LOCKE, CHRISTOPH	67,581
LOCKERT, KIM	66,246
LOCKHART, MARIA	52,256
LOCKHART, SANDRA	85,233
LOCKWOOD, JEANNETTE	56,223
LOEPPKY, SUSAN	89,617
LOESSL, TAMARA	71,565
LOFSTROM, SHELLEY	60,011
LOKEN, ERIC	65,168
LONG, MELISSA	64,218
LONGPRE, HELEN	71,513
LOOMER, ERIN	62,958
LOOMER, ROBERT	70,170
LOOMES, ADELINE	80,365
LORAN, JULIA	68,277
LOSIE, MICHAEL	61,634
LOVERIDGE, SHELDON	56,445
LOVERIDGE, WENDY	59,833
LOWE, JENNIFER	57,998
LOWE, MARILEE	70,442
LOWNDES, LEITHE	52,545
LOZINSKI, ELAINE	63,373
LUCE, MARGORIE	52,327
LUCHKA, KENNETH	75,634
LUCIW, TAMMY	50,419
LUCYSHYN, DIANA	71,533
LUCZKA, TERESA	50,636
LUDWIG, BERYL	70,978
LUDWIG, WENDY	59,255
LUISTRO, CATALINA	58,430
LUKAN, MARCIE	62,693
LUND, LINDA	73,562
LUNGULL, MARILYN	81,118
LUROSS, ANNE	65,352
LY MINH, THAI	54,603
LYLE, KATHRYN	85,774
LYNCH, DARCIE	72,969
LYNCH, PEGGY	51,840
LYSITZA, RENE	73,093
MABER, TREVOR	71,367
MACCAN, CAROL	57,122
MACDONALD, IRENE	50,644
MACDONALD, KATE	54,037
MACDONALD, LORETTA	70,395
MACDONALD, MELLANIE	66,860
MACDONALDFRIZZLE, NATASHA	52,488
MACDOUGALL, CYNTHIA	59,203
MACDOUGALL, JOAN	61,001
MACEDWARD, KATHY	59,836
MACEK, GARY	76,842
MACFADDEN, MICHAEL	71,573
MACGOWAN, SHIRLEY	77,876
MACHNEE, HEIDI	56,233
MACHNEE, HELENE	65,344
MACHUSHEK, KAREN LEA	86,149
MACKAY, LAURA	68,560
MACKENZIE, KEVIN	57,782
MACKENZIE, RODERICK	50,864
MACKINNON KOSTIU, KIMBERLY	56,346
MACKINNON, THERESA	73,487
MACKOW, LORI	62,678
MACLACHLAN, JOY	56,291
MACLENNAN, GORDON	86,608
MACLEOD, BEVERLY	64,585
MACMILLAN, CHERYL	86,418
MACPHERSON, KARRI	65,913
MACPHERSON, MEGAN	71,643
MACZA, BECKIE	71,001
MADILL, GERALDINE	69,366
MADLAND, SHEILA	82,450
MADUCK, WAYNE	91,002
MADUIK, MELODEE	63,700
MADUKE, LEZLIE	55,895
MAERZ, LINDA	80,793
MAGEE, RUTH	50,514
MAGNUS, CARYN	58,183
MAGNUSSEN, ADELE	69,965
MAGULA, ALEXANDRA	59,537
MAH, JEAN	96,230
MAHAFFEY, SUZANNE	118,992
MAHAR, KATHY	70,000
MAHAR, RACHELLE	67,470
MAIER, DAVID	97,633
MAK, GUY	57,463
MAKEECHAK, BARBARA	81,295
MAKI, KAREN	64,009
MALLETT, JANE	53,724
MALLOUGH, VALERIE	60,033
MANDZUK, DAVID	87,266
MANLEY, BRAD	73,720
MANLEY, DAWN	61,513
MANN, CHANTELLE	74,603
MANN, JACKIE	157,106
MANN, LINDA	50,238
MANSEAU, NICOLE	63,425
MANSUY, HELEN	65,017
MANTS, STACY	79,025
MARANDUK, KENNETH	73,951
MARCHEWKA, THERESA	70,589
MARCHINKO, DONNA	72,309
MARCINKIW, JOSEPH	64,111
MARCKOSKI, DIANE	56,492
MARCOUX, JO ANNE	101,874
MARIANCHUK, VONNIE	51,203
MARK, HOPE	61,168
MARK, SHARON	60,601
MARKHAM, LORI	78,859
MARKHAM, TWYLA	74,793
MARKO, JOSH	60,078
MARKOWSKI, TARA	98,647
MARLEAU, GORDON	55,699
MARQUIS, LORRAINE	83,550
MARSH, SHANA	62,197

MARSHAK, JODY	65,031
MARSHALL, CATHERINE	86,244
MARSHALL, IRENE	92,151
MARSHALL, JOHN	75,107
MARSHALL, SHERRY	52,857
MARSHALL, TRACEY	71,198
MARTENS, ORLENE	78,983
MARTENS, PAMELA	61,351
MARTIN, ANDREA	65,642
MARTIN, HEATHER	67,024
MARTIN, HILDEGARD	56,521
MARTIN, JENNIFER	62,037
MARTIN, LINDA	98,190
MARTIN, LOUISE	59,372
MARTIN, NICOLE	66,224
MARTINDALE, TRACY	75,085
MARTINUK, MARILYN	88,905
MARTSCH, SANDRA	71,381
MARUD, MELISSA	54,647
MARUSCHAK CLAY, NADIA	105,015
MARUSCHAK, GAIL	53,424
MARUSCHAK, SHIRLEY	65,011
MARYNIAK, KAREN	87,003
MASON, JACQUELIN	66,177
MASON, WAYNE	62,032
MASSE, MELISSA	72,459
MASSETT, JANICE	50,127
MATERI, PAUL	66,975
MATERIE, ROBERTA	66,454
MATHESON, EMILY	86,532
MATHEWS, MICHAEL	67,663
MATIESHIN, KATHY	56,329
MATIKO, MARLENE	69,562
MATLOCK, RAYLENE	115,337
MATONOVICH, TRACEY	76,283
MATSALLA, GRAHAM	62,967
MATT, PHYLLIS	68,843
MATTHEWS, LYNN	69,008
MATWEYKO, CARA	57,380
MATZNER, KATHERINE	85,274
MAURER, DENISE	63,612
MAXIN, CRYSTAL	69,014
MAXWELL, MARY	52,070
MAY, CHARLENE	60,460
MAY, MARYANN	71,172
MAYO, COLETTE	75,168
MAZURAK, WAYNE	55,956
MCALEER, JUDITH	51,193
MCAULAY, LAURALEE	53,939
MCAVOY, JAMIE	73,376
MCCAIG BEATTIE, TRACEY	86,351
MCCAMON, JANET	72,572
MCCANN, KAREN	69,483
MCCANNELL, DEBORAH L	66,865
MCCANNELL, IAN	65,669
MCCARTHY, LISA	79,144
MCCLEAN, DONNA	84,812
MCCOMB, MARION	64,541
MCCONNELL, ANGIE	67,747
MCCONNELL, GARY	56,987
MCCREA, DEBORAH	54,892
MCCREA, FRANCIS	69,201
MCCREADIE, MARCY	59,795
MCCUBBING, ANNE	67,621
MCCULLOCH, BEV	60,471
MCCULLOCH, MICHELLE	58,175
MCCULLOCK, ERICA	60,459
MCCULLOUGH, JEANNETTE	59,047
MCCULLUM, DONNA	68,362
MCDIARMID, ADELE	63,656
MCDIARMID, MYRNA	62,982
MCDONALD, BERNADETT	61,092
MCDONALD, BRIAN R	73,243
MCDONALD, CAROLINA	87,469
MCDONALD, DEIDRE	62,268
MCDOUGALL, LINDA	67,957
MCEACHERN, JULIE	60,954
MCEVELEY, KATHRYN	54,409
MCFADDEN, SHELLY	83,362
MCFADYEN, GREGG	53,165
MCFARLAND, ARLENE	71,633
MCFARLANE, DIANA	78,547
MCFARLANE, SHERRILL	60,979
MCGARRY, BARBARA	52,511
MCGARRY, PATRICIA	51,645
MCGILLIVRAY, CHERYL AN	71,009
MCGILLIVRAY, THERESA	52,990
MCGINNIS, DANIELLE	64,665
MCGINNIS, JANYS	60,388
MCGOWAN, DAWN	63,656
MCGRATH, STACEY	69,068
MCGRATH, TERRI	62,898
MCGREGOR, CONNIE	67,895
MCHUGH, MARGARET	64,329
MCINTOSH, JULIANNA	65,584
MCIVOR, SARAH	54,363
MCKEE, JACKIE	80,984
MCKEE, MARGARET	59,269
MCKEN, SHARON	63,910
MCKENNY RUCK, SUSAN	51,739
MCKENZIE, JOANN	51,959
MCKERCHER, MORAG	73,702
MCKERLIE, JANICE	72,380
MCKINLEY, KATHRYN	57,348
MCKINNON, DONALENE	65,931
MCKINNON, JOYCE	51,009
MCKNIGHT, DONNA	63,835
MCLAREN, CONSTANCE	53,887
MCLASHEN, DARCI	63,685
MCLEAN, JANET	50,002
MCLEAN, JEAN	51,178
MCLEOD, ANNE	71,536
MCLEOD, JOYCE	50,799
MCLEOD, KAREN	60,089
MCLEOD, RACHEL	64,742
MCLOUGHLIN, BRENDAN	74,505
MCLOUGHLIN, TRACEY	58,549
MCMAHON, SHIRLEY	85,335
MCMILLAN, BRENDA	60,011
MCMILLAN, COLLEEN	55,092

MCMILLAN, ROBERT	80,307
MCMULLEN, BLAKE	71,594
MCMULLEN, JENNIFER	65,716
MCMURTRY, BRUCE	89,831
MCMURTRY, KATHRYN	74,561
MCNAIR, ERICK	98,500
MCNALLY, CHERYL	77,245
MCNALLY, DAWN	51,913
MCNEIL, SHIRLEY	121,934
MCNICHOL, CHRISTINE	62,312
MCPEEK, ANTONETTE	75,352
MCPHEE, JANE	102,343
MCQUATT, KIMBERLY	54,926
MCTAGGART, LORI	67,555
MEADEN, CHRISTINE	50,281
MEAGHER, ANGELINE	58,931
MECKELBORG, VERN	56,764
MEDERNACH, CAROLYN	58,947
MEDERNACH, DAWN	59,224
MEDERNACH, KATHY	53,258
MEEDS MONTERO, DARLENE	54,320
MEEKINS, AMY	51,248
MEGER, NATASHA	68,167
MEIER, CHRISTINE	60,760
MEIER, SHELLEY	69,483
MEKONNEN, EMYOU	63,500
MELHOFF, JUDY	67,848
MELIN, RYAN	68,356
MELNYCHUK, TRUDY	65,783
MELROSE, EILEEN	71,961
MELYMICK, CAROL	89,887
MENDOZA, ILLUMINAD	74,174
MENNIE, VICKIE	52,445
MENSAH, BRIDGET	70,080
MERALI, SHELINA	60,613
MERCADO, ANNALYN	89,962
MERGEN, ELIZABETH	88,479
MERKENS, MIKE	56,715
MERKLEY, JO ANN	80,670
MERKOSKY, LANDRY	59,542
MESENCHUK, MAXINE	81,609
METCALFE, CAROL	79,045
METCALFE, JUDY	135,611
MEWDELL, CHRISTIE	72,021
MIAZGA, HEATHER	85,233
MICHAELS, CONLEY	83,195
MICKALISHEN, LINDA	86,944
MIDDLETON, MARY	71,894
MIETTINEN, MARSHA	59,313
MIKITUK, RUTH	59,196
MILDENBERGER, SCOTT	59,576
MILLER, AUDREY	79,539
MILLER, COREY	119,693
MILLER, DAVID	74,786
MILLER, DAWN	71,514
MILLER, ELIZABETH	58,962
MILLER, KAREN	51,648
MILLER, KEITH	64,344
MILLER, LAURIE	78,503
MILLER, LIANNE	54,467
MILLER, PATRICIA	69,638
MILLS, DEBORAH	103,068
MILLS, FRANCES	53,107
MILLS, SHEILA	63,362
MILOS, GLORIA	72,580
MINER, VELOY	57,243
MINIELLY, DELLA	85,181
MINIFIE, FAY	78,702
MINK, JOSEPH	56,870
MINO, TREVOR	50,310
MINOVITCH, SUSAN	56,273
MIREAU, RUTH	59,634
MISFELDT, BRENDA	63,838
MISKOLCZI, KAREN	51,862
MISKOLCZI, LORNA	66,747
MISSKEY, SHARON	55,129
MITCHELL, BETTY	63,534
MITCHELL, BLAIR	55,242
MITCHELL, BRENDA	67,912
MITCHELL, MAVIS	73,981
MITCHELMORE, DONNA	57,688
MITZEL, KANDACE	60,177
MOCKFORD, ERIN	51,058
MOEN, DENNIS	79,395
MOGK, SHEILA	71,245
MOLDENHAUER, DEBORAH	73,450
MOLESKI, JINELLE	66,552
MOLNAR, CELIA	64,456
MOLNAR, GAYLENE	88,158
MOLNAR, PAMELA	78,842
MONDIDO, YVETTE	55,111
MONETTE, HELCONIDA	128,911
MONETTE, KAREN	50,946
MONROE, JESSICA	61,526
MONSELER, LYNN	60,755
MONTAGUE, SHARLEEN	57,721
MONTOUR, PRISCILLA	52,668
MONUIK, ROBIN	61,421
MOOLEKI, HILDAH	76,486
MOONEY, TERRI	63,526
MOORE, HEATHER	61,237
MOORE, KAREN	58,424
MOORE, LAUREN	61,676
MOORE, SHANNON	54,075
MOORE, SHARI	55,242
MOORMAN, KATHLEEN	53,486
MOORMAN, MARLENE	70,616
MORDEN, DENISE	90,468
MORE, CAROL	71,829
MORE, JANICE	65,108
MORGAN, DENNIS	56,100
MORGAN, LESLIE	70,189
MORGAN, RACHEL	60,331
MORGAN, SHEILA	51,534
MORIN, CAROLYN	76,970
MORIN, CAROLYN	60,124
MORIN, SANDRA	73,313
MORISSETTE, DENNY	86,572
MORPURGO, SHARI	58,020
MORRISON, JEAN	201,102

MORRISSETTE, ALAN	59,611
MORRISSEY, HEATHER	59,267
MORROW, CHARMAINE	58,746
MORTON, DANIEL	55,666
MORTON, DEBRA	72,654
MUELLER, ANGELA	55,932
MUENCH, BEVERLY	69,502
MUENCH, DEAN	54,836
MUGGLI, TRACY	86,293
MULHOLLAND, LORI	67,807
MULLIGAN, CARRIE	57,774
MUNRO, GERI	81,694
MUNRO, JAMES	54,325
MUNRO, SUSAN	53,237
MUNRO, TIFFANY	70,251
MUNSHAW, KELLY	54,654
MUNSON, BERNICE	58,753
MURFITT, RHONDA	50,799
MURPHY, ANN	72,597
MURPHY, DOROTHY	72,831
MURRAY, BRUCE	280,384
MURRAY, JACQUELIN	64,852
MURRAY, SHEILA	68,301
MURZA, DAVID	91,448
MURZA, SHARON	67,610
MUSSCHOOT, BLANCHE	75,271
MUTTER, VALERIE	57,291
MUZZOLINI, JANET	60,744
MYERS, WILLIAM	62,964
MYSLICKI, KIMBERLY	69,793
NADON, SUE	89,435
NAGEL, CARRIE	66,005
NAGY, LAURIE	54,393
NAGY, LINDA	51,896
NAHACHEWSKY, ANNE	61,712
NAHACHEWSKY, DEAN	76,268
NAHACHEWSKY, LISAMARIE	66,750
NAHACHEWSKY, STACEY	53,612
NAHIRNEY, DIANNE	51,473
NAIDOO, SESHNI	60,394
NAKRAYKO, KATHY	86,237
NAMETH, TERRA	55,288
NASH, CANDACE	67,933
NATOMAGAN, ALLANA	62,110
NAZAR, ROSEMARY	52,438
NDUBUZOR, PRISCILLA	80,871
NEBOZENKO, DEBBIE	90,808
NEDJELSKI, DARCY	68,992
NEDJELSKI, LINDA	60,958
NEEDHAM, MAUREEN	63,961
NEEFS, TERRY	109,928
NEIN, LAUREEN	64,401
NELSON, ANN MARIE	76,906
NELSON, KATHLEEN	61,360
NELSON, LINDA	62,469
NELSON, SHERRI	60,017
NERENBERG, JANICE	69,986
NESBITT, COLLEEN	72,403
NEUBERGER, CONNIE	72,802
NEUDORF, BRENDA	77,700
NEUDORF, CORDELL	231,846
NEUDORF, NATISHA	70,669
NEUFELD ROCHELEA, MELODY	65,411
NEUFELD, DEBORAH	54,322
NEUFELD, DERICK	51,016
NEUFELD, KIMBERLEY	72,662
NEUFELD, NICOLE	80,618
NEUFELDT, LORNA	70,367
NEUGEBAUER, CAROLYN	50,726
NEUMANN, ANGELA	56,639
NEUMANN, MARGUERIT	64,096
NEVDOFF, ANITA	84,209
NEVILLE, CHERYL	72,616
NEWELL, MICHAEL	81,815
NEWMAN, KAREN	126,866
NEWMEYER, MARSHA	63,386
NEWSHAM, BRICE	68,200
NEWTON, DALENE	70,067
NEWTON, KIM	76,757
NICHOLLS, RAYMONDE	58,921
NICHOLSON, GAIL	64,389
NICKEL, LENORA	57,654
NICKEL, LORELEI	52,585
NICKOLET, TALA	67,842
NICOL, MILDRED	57,130
NIDOSKY, JEANNETTE	74,026
NIEBERGALL, ELAINE	67,487
NIEKAMP, MARYANN	84,339
NIELSEN, PAULETTE	72,059
NIEMAN, KAREN	61,130
NIENABER, BLAYN	66,311
NIGHTINGALE, JANELLE	51,298
NIJMAN, DAWN	59,079
NIKOLAISEN, SHANNON	70,516
NILSON, CATHY	59,699
NILSON, JOANN	54,514
NIMILOWICH, SUSANNA	87,235
NIPPI ALBRIGHT, BETTY	67,665
NIWRANSKI, PHYLLIS	65,041
NIXEY, TERESA	60,124
NIXON JACKLE, SARAH	74,078
NOBERT, MARCEL	72,233
NOBLE, MARJORIE	73,873
NOESGAARD, NORMA	90,227
NOGIER, KAREN	70,722
NOKINSKY, SABINA	53,729
NOLAN, CAROLE	65,407
NOMELAND, KEITH	54,615
NORDICK, DIANE	66,622
NORDICK, NATELLE	64,032
NORDICK, STELLA	110,491
NORDQUIST, NORMA	73,368
NORELIUS, RUTH	62,115
NORMAND, ROSEMARIE	85,359
NORMANDEAU, GRACE	94,315
NORRIS, ERIN	64,091
NORTHCOTT, MIKE	71,677
NORTHEY, REEVASI	58,962
NOSEN, MARY	58,515
NOVACK, ROBERT	55,575

NOVAKOVSKI, RICK	71,230	OTTENBREIT, ANGELA	54,509
NOWLAN, DIANE	71,171	OTTERBEIN, SHIRLEY	76,708
NOWOSAD, WAYNE	51,082	OZEROFF, CHRISTINA	70,022
NYESTE, KENNETH	51,780	OZMUN, KATHLEEN	58,259
NYLUND, CINDY	96,556	PACKOTA, SUSAN	92,692
NYSSEN, JIM	63,534	PAINCHAUD, ROXANNE	73,242
NYSTROM, ELAINE	73,365	PANCHUK, HEATHER	69,185
NYSTUEN, WENDY	87,395	PANCHUK, SHELLY	65,562
O CONNOR, MELAINA	70,945	PAPROSKI, BRENNEN	56,712
O HAGAN, NIAMH	118,957	PARCHER, MYRA	86,259
O HARA, CATHERINE	95,060	PARENTEAU, AMY JILL	73,700
O NEAIL, DEBBIE	63,730	PARENTEAU, SUSAN	55,486
OBBEMA, DANIELLE	59,085	PARK, YOU MI	64,612
OBERG, ANGELA	70,902	PARKER, ANNE MARI	87,784
OBLANDER, JAYLENE	74,517	PARKER, KATHERINE	58,826
OCHITWA, ELIZABETH	65,878	PAROLIN, JENNIFER	61,207
OCRANE, DARLENE	60,031	PARSONS, KERI	50,920
ODERINDE, EUNICE	69,138	PARTON, GLORIA	51,810
ODERMATT, LESLEY	72,788	PASCUAL, REMONETTE	71,967
ODSEN, LESLEY	97,664	PASISHNIK, LISA	51,345
OFFEN, GIGI	72,208	PASTOR, NADINE	67,080
OFSTIE, MARILYN	71,898	PATENAUDE, DANIEL	81,646
OGLESTONE, LAURIE	70,776	PATON, KRISTA	63,695
OKRAINETZ, RENA	62,179	PATRICK, CARLA	85,359
OKRAINETZ, TYRONE	74,617	PATZER, TERRY	100,525
OLESKO, RENATE	62,173	PAUL, ARLENE	51,950
OLFERT, HELEN	51,779	PAULI, GREG	81,868
OLIVER, DEBORAH	77,636	PAULSON, DEBRA	74,318
OLIVER, DOUGLAS	61,200	PAULSON, WENDY	71,948
OLSON, ANNEMARIE	77,178	PAUW, KATHY	238,516
OLSON, COLLEEN	109,034	PAVELICH, BEVERLY	118,220
OLSON, DONNA	52,725	PAVELICH, LISA	50,644
OLSON, IRENE	51,008	PAWLIW, BEVERLY	56,155
OLSON, JONI	59,686	PAWLUK, RENATE	76,779
OLSON, KAREN	63,391	PEACOCK, SHELLEY	70,487
ONATE, MARIA	50,310	PEARCE, TWYLA	59,361
ONG, INDEPENDE	50,471	PEARCEY, JENNIFER	52,339
ONUSHKO, LYNN	84,628	PEARDON, MEGAN	56,685
OPEKOKEW, EILEEN	82,913	PEARN, AMY	59,066
OPEKOKEW, JOHN	59,300	PEARSON, CARON	98,167
OPFERGELT, VONDA	67,056	PEARSON, TRICIA	58,369
OPONDO, JOHNMARK	185,965	PECK, ERIN	58,033
ORCHARD, KARLA	60,368	PECKENPAUGH, SHANIN	77,248
ORO, AMANDA	52,762	PEDERSON, BONNIE	54,423
OROSZ, IAN	68,670	PEDERSON, CINDI	60,473
ORR GOSSELIN, MARIE	51,308	PEEV, KONSTANTI	56,450
ORR, LYNN	57,347	PEEVA, NADEJDA	64,924
ORTH, JANET	77,107	PEGG, KAREN	69,029
ORTMAN, GAIL	50,456	PENKALA, JACK	56,420
ORVOLD, MELANIE	61,487	PENN, KATHRYN	61,333
OSCVIRK, CYBELLE	71,751	PENNER, BRENDA	53,977
OSCZEVSKI, KATHERINE	62,700	PENNER, GAYLE	77,028
OSHANEK, DARYL	137,964	PENNER, HEATHER	71,909
OSOLINSKY, ANGELA	53,278	PENNER, MARIE	64,639
OSTAFIE, CYNTHIA C	71,821	PENNER, ROSE MARY	54,412
OSTAPOWICH, PAULA	58,784	PENTELUK, LORRAINE	50,255
OSTOFOROFF, VERONICA	62,612	PEREIRA, MICHELLE	54,343
OSTROM, PENNY	51,785	PERRET, NICOLE	51,532
OSTROWSKI, RYAN	82,701	PERRIER, LYNDA	86,864
OTCHENASH, SHANNON	53,239	PERRIN, KATHY	69,326

PERRY, GARRY P	79,097	PORTER, DWAYNE	58,242
PERVERSEFF, VIRGINIA	62,451	PORTER, SHIRLEY	77,141
PETERS, HARVEY	63,818	POSEHN, JODI	57,635
PETERS, HELENA	67,671	POSSBERG, JANINE	50,551
PETERS, LOUISE E	55,561	POTHAKOS, DIANNE	61,305
PETERS, MARCIA	68,444	POTTER, MEGHAN	58,501
PETERS, SHERRI	60,031	POTTINGER, JOAN	86,669
PETERSEN, SUSAN	56,446	POTTLE, VALERIE	66,703
PETERSON, DONNA	72,141	POULIN, DAVID	200,674
PETERSON, SCOT	58,022	POULIOT, SYLVIA	58,799
PETERSON, TERRI	54,433	POWELL, DAPHNE	71,285
PETFORD, RHONDA	56,827	PREFONTAINE, MICHELE	62,308
PETRAS, JAMES	65,019	PRENTICE, FAYE	65,869
PETRAS, NATALIE	50,164	PRESS, MADELINE	89,438
PETRIE, SUSAN	67,183	PRESTON, MAUREEN	71,151
PETTY, MARGARET	67,780	PRICE, JACKLYN	58,663
PEYTON, TINA	60,388	PRICE, TERRY	57,110
PHILLIP, VALERIE	69,409	PRICE, WILLIAM	60,865
PHILLIPS, ANNETTE	57,937	PRIEST, AGNES	55,507
PHILLIPS, DAWN	53,594	PRIESTLEY, BRYAN	58,967
PHILLIPS, DOREEN	63,267	PRINGLE NELSON, CORALEE	57,704
PHILLIPS, LLANA	57,844	PRINGLE, CHRISTY	54,153
PHILLIPS, LOIS	63,208	PRINGLE, JOANNE	63,166
PHILLIPS, RICKEY	65,483	PRISCIAK, K DENISE	54,503
PHILLIPS, SHERRY	54,525	PRITCHARD, GWEN	51,820
PICHE, JEAN PAUL	54,617	PRITCHARD, MARY	70,081
PICKERL, KATHERINE	69,881	PROCTOR, CINDY	69,058
PIDDUCK, TERESA	72,272	PROCTOR, JORDEN	67,533
PIDHORODETSKY, MELANIE	76,831	PROCTOR, PATRICIA	67,295
PIDWERBESKI, GLORIA	54,125	PROKOPETZ, BERNADETT	58,898
PIERLOT, NOLA	58,657	PROKOPETZ, STEVEN	69,163
PIHACH, BONNY	70,870	PROKOPIW, MARIE	50,983
PILAT BURNS, CHARLOTTE	70,248	PROPP, ALAN	90,698
PILLER, LYNDI	57,189	PRUDEN, KARI	56,197
PILON, GARRY	62,726	PUCKETT, BARBARA	88,339
PION, JASON	81,295	PUDDICOMBE, JANICE	52,332
PISIO, CHARLENE	56,254	PULLES, MAUREEN	69,571
PITMAN, RUTH	55,599	PURA, JANICE	60,458
PITTMAN, CINDY	81,788	QUINN, PATRICK	77,622
PITTMAN, GREG	67,241	QUIRING GALLEN, BONNIE	73,126
PITZEL, KAREN	54,741	RABUKA, JOAN	51,943
PLACATKA, CINDY	67,443	RAGUSH, DON	74,869
PLANTE, ROB	73,090	RAHAMAN, ZAIDA	70,493
PLAXTON, HEATHER	72,667	RAIN, DAWN	63,344
PLAYFORD, DORIS	57,244	RAITER, PEARL	61,275
PLOMER, MAGGIE	69,662	RAMAGE, PATRICIA	61,644
PLUNZ, DARREN	74,874	RAMAGE, RAY	51,167
POCHIPINSKI, DIANNE	68,769	RAMLER, MARCIA	74,805
PODILUK, KAREN L	71,231	RANSOM, CARLA	62,938
POLACK, JOLENE	76,633	RATCLIFFE, JAIMIE	54,104
POLLOCK, ASHLEY	58,209	RATHGEBER, LORRAINE	64,383
POLLOCK, MARLENE	75,405	RATZ, LEONA	66,321
POLLOCK, THOMAS	58,098	RATZLAFF, DEANNA	60,675
POMEDLI, SHERRY	65,446	RAUCKMAN, GILLIAN	57,503
PONCELET, CAROL	68,908	RAYAT, CARRIE	71,907
PONCELET, JESSE	55,084	REA, DOUGLAS	90,937
PONGRACZ, BEVERLY	63,347	REA, LESLIE	88,922
POPADYNETZ, ELIZABETH	76,777	REA, LESLIE	76,293
POPICK, NADINE	52,773	READ, AMANDA	60,177
POPPLEWELL, JILLIAN	59,194	READ, GREG	75,511

REAUME, CHRIS	51,997
REBAN, ELISE	58,561
REDEKOP, LINDA	53,280
REDEKOP, RUTH	56,593
REDEKOPP KROEGER, CAREY	71,572
REDIGER, SANDRA	55,237
REES, HENRIKE	224,919
REGIER, DOREEN	51,170
REGIER, LOREN	112,434
REGIER, MARLA	70,558
REGNIER, ROLAND	55,575
REGUSH, CARLA	57,593
REICH, CYNTHIA	87,941
REICHERT, JERRY	58,959
REID, CATHY	75,249
REID, JACLYN	75,041
REID, ROWENA	73,597
REILKOFF, DAWN	67,699
REILKOFF, KRISTINE	57,514
REIMER, SHARON	68,496
REINBOLDT, LORRIE	62,921
REINEKE, WAYNE	88,127
REINHARDT, VAUDREE	66,193
REINHART, CHANTELL	64,622
REINHART, LISA	57,176
RELITZ, CHRIS	72,059
REMENDA, AUDRA	61,869
REMMEN, MOIRA	62,636
REMPEL, DOROTHY	74,539
REMPEL, JO DEE	51,005
RENAS, TANNIS	54,115
RENNEBERG, LINDA	70,295
RENWICK, WENDY	88,657
RETZLAFF, EMILY	63,151
REYNOLDS, DIANE	64,948
REYNOLDS, JAMES	55,080
REYNOLDS, MARK	65,222
RHEBERGEN, KARL	64,330
RHODE, DARWYN	50,127
RHODES, DEBORAH	188,478
RICE, STEPHEN	64,446
RICH SPERLING, DONNA	65,828
RICHARDS, KARA	52,454
RICHARDSON, ALISON	63,712
RICHARDSON, COREEN	72,686
RICHARDSON, JANE	107,581
RICHARDSON, KENNETH	59,005
RICHARDSON, YVONNE	64,069
RICHELHOFF, ANA	55,674
RICHTER, CRYSTAL	97,333
RIDEOUT, LYNN	53,067
RIDLEY, SCOTT	96,373
RIDSDALE, VALERIE	71,436
RIEBEN, CHRIS	53,830
RIEHL, ADELE	97,531
RIIS, SHARI	50,039
RILEY, TANSLEY	63,994
RING, CHARMAINE	63,330
RIOUX, BRENT	63,443
RIPLEY, VANESSA	72,611
RISLUND, MAE	76,708
RITCHIE, KRISTIN	61,968
RIVARD, JUNE	74,632
ROACH, MARIAN	74,833
ROADHOUSE, LORRAINE	68,878
ROBERTS, SANDRA	80,174
ROBERTSEN, CAROL	59,288
ROBERTSON, CHERYL	50,452
ROBERTSON, DOUGLAS	55,718
ROBERTSON, KATHY	73,839
ROBERTSON, PATRICK	109,938
ROBICHAUD, SOPHIE	128,460
ROBICHAUD, SUSAN	57,776
ROBIN PARTYKA, JAIME	56,831
ROBIN, LORI	58,492
ROBINS, ANNE	53,368
ROBINSON, BARB	55,170
ROBINSON, BRAD	56,507
ROBINSON, CHRIS	281,457
ROBINSON, DIANE	51,590
ROBINSON, ELAINE	53,713
ROBINSON, RANDY	65,272
ROBINSON, ROBIN	61,544
ROBLES, BEATRIZ	80,168
ROBSON, ELIZABETH	57,724
ROBSON, EVELYN	66,605
ROBSON, IRMA	62,670
ROBSON, MICHELLE	77,509
RODYCH, JUNE	78,613
RODYCH, NADIA	63,822
ROESLER, ELAINE	77,388
ROESLER, JENNIFER	88,387
ROLFE, BETHANY	65,209
ROLFE, WARREN	54,170
ROLHEISER, KRISTEN	57,728
ROLLACK, ANITA	86,816
ROSAASEN, NICOLA	63,021
ROSE, CATHLEEN	67,520
ROSE, NATALIE	78,812
ROSIE, LEAH	64,820
ROSIN, MARK	111,064
ROSINA, KATHERINE	56,735
ROSS, ALLEN	73,844
ROSS, MARY	72,855
ROUFOSSE, SHARIE	69,694
ROUSSIN, CHRISTINA	57,610
ROY, RENE	67,202
RUCKS, KIM	68,890
RUDICHUK, JUDITH	76,378
RUDNISKY, RITA	70,979
RUDULIER, HELEN	72,889
RUDYK, ALLAN	68,263
RUETZ, BRENDA	62,037
RUF, JUSTIN	59,145
RUSSELL, BARBARA	61,329
RUTHVEN, MARY	71,283
RUTHVEN, MYRNA R	68,930
RUTKO, JUDITH	70,580
RYALLS, KAREN	82,222
RYAN, CATHARINE	77,914

RYAN, KAREN	65,850	SCHAPANSKY, RODNEY	55,644
RYAN, SHAWNA	60,605	SCHATZ, AMBER	52,958
RYLAND, LINDA	70,407	SCHERCK, STUART	60,960
RYSAVY, SARAH	53,005	SCHERMAN, SHARON	62,739
SABADASH, HELEN	68,103	SCHERR, MARGARET	74,462
SABO, SHELLEY	57,691	SCHICK, ANNETTE	51,969
SACRO, LORNA	63,648	SCHIDLOWSKY, BEA	78,331
SADLER, LORRAINE	58,004	SCHIKOSKY, RANDA	73,116
SAGAN, DOROTHY	124,283	SCHIMPF, ERIN	72,690
SAGROTT, EDNA	60,205	SCHIRLE, ROSEMARIE	62,664
SAHAR, DARCIE	50,771	SCHLEPER, CANDACE	50,718
SAKOWSKI, GISELE	62,385	SCHLICHEMEYER, KRISTIN	56,764
SAKOWSKY, COLLEEN	70,680	SCHMID, JONATHAN	67,747
SALAHUB, JENNIFER	59,087	SCHMID, VICTORIA	52,990
SALAMON, LYNNE	59,793	SCHMIDT, KAREN	50,705
SALAMON, VINCE	68,897	SCHMIDT, KURTIS	60,371
SALYN, SANDRA	55,321	SCHMIDT, LEEANNE	62,617
SAMOLESKI, JENNIFER	63,018	SCHMIDT, LYNN	55,141
SAMPSON, ERIN	64,343	SCHMIDT, MARCIE	61,250
SANDER, JANICE	51,358	SCHMIDT, MARILYN	84,606
SANDERS, DONALD	64,759	SCHMIDT, SOPHIE	65,984
SANDERSON, MARGARET	64,836	SCHMULAND, LUCILLE	50,822
SANGRAY, MICHELLE	55,318	SCHNEIDER, ANGELA	52,390
SANKEY, GLEE	51,619	SCHNEIDER, DARREL	89,698
SANTORO, JOAN	88,239	SCHNEIDER, GLENN	50,149
SAPIEHA, DONNA	67,291	SCHNEIDER, JOYCE	59,678
SARAFIN, CHARLENE	50,228	SCHNEIDER, MARIANNE	55,236
SARICH, DALE	54,332	SCHNEIDER, SANDRA	68,659
SASATA, ROSEMARIE	103,816	SCHOENFELD, ERIN	50,255
SAULNIER, ANNE	74,878	SCHOLZ, LENDY	70,334
SAULNIER, KATHY	69,771	SCHRADER, SELENA	67,410
SAUNDERS, ROB	56,668	SCHRADER, WARREN	92,580
SAVAGE, CHRISTINE	68,160	SCHRAMM, MARK	77,790
SAWATSKY, JANICE	55,067	SCHREINER, DARRYL	67,185
SAWATSKY, MAGGIE	58,987	SCHREINER, HEATHER	55,450
SAWATZKY, CARLA	73,665	SCHULTZ HURLBURT, BARBARA	84,485
SAWATZKY, JANICE	66,894	SCHULTZ, BEVERLY	74,548
SAWATZKY, MYRNA	70,958	SCHULZKE, CARMEN	76,559
SAWATZKY, TRUDY	58,270	SCHUMACHER, NICOLE	77,838
SAWCHUK, ALEX	88,165	SCHWAB, HEATH	52,849
SAWCHUK, DIANNE	68,256	SCHWAB, TRACY	68,797
SAWCHUK, VALERIE	60,366	SCHWARTZENBERGER, DELINDA	61,317
SAWICKI, CAROL	102,491	SCHWEIGHARDT, SHIRLEY	55,351
SAWICKI, JANICE	91,016	SCHWINDT, LOREEN	84,990
SAWICKI, LYLE	97,475	SCOPICK, PATRICIA	67,710
SAWYER, PAULINE	61,502	SCOTT, BONNIE	67,327
SAWYER, TERRY	61,514	SCOTT, CATHERINE	60,762
SAXINGER, TED	56,065	SCOTT, CHARLOTTE	64,332
SAYER, GLORIA	63,845	SCOTT, CHERYL	78,952
SAYERS, MARY	53,014	SCOTT, DOREEN	74,472
SCARFE, LINDA	78,560	SCOTT, JEFFREY	53,748
SCARLETT, MARGARET	72,304	SCOTT, JODY	54,339
SCHAAN, HELENE	71,401	SCOTT, KEN	53,217
SCHAAN, LORRAINE	80,010	SCOTT, MAUREEN	67,409
SCHAAN, NORMA JEA	75,793	SCOTT, MELANIE	83,053
SCHAAN, PATRICK	65,497	SCOTT, MICHAEL	54,071
SCHAEFFER LEFLEY, RONDA	66,254	SCOTT, RUSSELL	73,345
SCHAEFFER, SHANNON	66,243	SCOTT, STEPHANIE	50,837
SCHAFER PAQUETTE, JENNIFER	66,136	SCUKA, MIRIAM	50,507
SCHAFFER, CARMEN	69,372	SEDGEWICK, MONIKA	62,856

SEDOR, HOLLY ANN	67,990
SEELEY, JANICE	81,651
SEGRIFF, CAROL	58,862
SEIB, MARILYN	85,504
SEIDL, CINDY	88,755
SEIP, EVELYN	60,976
SEIPP, TARA	75,799
SEJEVICK, GERALD	56,379
SELINGER, BRENDA	58,471
SELLAR, VICKI	61,831
SEMBALERUS, CORINNE	64,666
SEMENCHUK, MICHELE	69,007
SEMPLE, JUNE	74,490
SENGER, BRADLEY	52,050
SENKO, DAWN	79,465
SEREDA, AUDREY	86,332
SEREDA, RON	56,102
SERSON, CHERIE	71,166
SETHI, ANJALI	63,833
SETTLER, PHILLIP	55,124
SEVIGNY, JESSICA	51,785
SHADICK, JANINE	79,069
SHAND, JASON	83,182
SHANKS, PATRICIA	57,576
SHANOFER, CATHY	54,228
SHANOFER, RODNEY	61,064
SHANOFER, SHERRY	61,640
SHANTZ, SANDRA	79,183
SHARMA, KUSHAL	57,826
SHARMA, SANDEEP	68,160
SHARP, LAURA	65,376
SHARP, TANNIS	68,772
SHAW, JACALYN	56,110
SHAW, ROBERT	67,214
SHEARD, GARTH	72,964
SHECKTER, MARC	91,424
SHENDARUK, CRYSTAL	53,727
SHENDRUK, DIANE	90,981
SHEPHERD, BARBARA	78,577
SHEPPARD, BRADLEY	62,483
SHEPPARD, M SUZANNE	93,906
SHEPPARD, TAMARA	63,601
SHEPPARD, TANYA	55,462
SHEPPARD, VIVIAN	70,737
SHERLING, CAROL	89,896
SHERLOCK, WENDY	68,145
SHERWIN, GAIL	51,042
SHEWAGA, MARY	50,473
SHEWCHUK, TERA	70,457
SHIA, GEORGE	83,846
SHIER, KAREN	65,554
SHILOFF, FAY	70,646
SHINKEWSKI, DEAN	66,213
SHIPMAN, KARA	68,093
SHIRLEY, LAUREEN	59,795
SHIRTLIFF, JENNIFER	72,658
SHORT, DIANNE	75,172
SHORT, DWIGHT	74,185
SHUL, DEBORAH	74,905
SHUMAY, PAUL	51,358
SHYMKO, KRISTEN	57,747
SIDLOSKI, KERN	67,685
SIEBEN, JOANNE	52,261
SIEMENS, TREVOR	86,078
SIERMACHESKY, KAREN A	73,525
SIGFUSSON, KELLY	60,274
SIGFUSSON, SHANNON	85,437
SIGFUSSON, SHARON	66,996
SIGFUSSON, STACY	57,470
SIGGELKOW, LYNNE	56,763
SIGSTAD, MELINDA	51,755
SILBERNAGEL, WILLY	56,015
SILZER, JACQUELIN	69,500
SILZER, YVONNE C	77,826
SIM, MARGARET	72,996
SIMINGTON, RUTH	141,233
SIMMER, JENETTE	60,761
SIMMONS, AMBER	65,881
SIMMS, NANCY	67,161
SIMONAR, PATTI	91,087
SIMONOT, SUZANNE	90,766
SIMONSON, WENDY	64,440
SIMPKINS, GLORIA	78,150
SIMPSON, DARCIE	84,201
SIMPSON, JAMES	61,122
SIMPSON, JENNIFER	67,526
SINCLAIR, CHERYL	56,697
SINCLAIR, LINDA	72,018
SINGBEIL, KATRINA	59,311
SIROIS, MARLENE	58,800
SIROSKI, PAT	63,615
SITAR, TIMOTHY	63,381
SIUKSTERIS, SHARON	76,904
SJOGREN ZUCK, JUDY	58,943
SKINNER, DEAN	68,970
SLADEK, LOUISE	76,780
SLATTERY, KAREN	69,000
SLIND, ANGELA	54,154
SLOGOTSKI, ERIN	72,402
SMALLDON, CANDACE	67,232
SMALLWOOD, LYNDA	78,678
SMART, VIKKI	91,760
SMITH FEHR, JULIET	91,872
SMITH, ANGELA	67,432
SMITH, ARIELLE	50,094
SMITH, CAROL	62,583
SMITH, DIANE	68,334
SMITH, DOREEN	64,471
SMITH, DORIS	58,817
SMITH, GLENN	101,554
SMITH, LEANNE	90,795
SMITH, LYDIA	56,262
SMITH, MEGHAN	51,810
SMITH, NICOLE	59,071
SMITH, PATRICIA	83,832
SMITH, PAULINE	69,053
SMITH, RICHARD	59,094
SMITH, ROSEMARIE	52,319
SNELL, JAMES	87,009
SOCHA, LINDA	74,361

SOKYRKA, SONIA	59,936	STEVENS, NANCY	74,410
SOLAR, SANDRA	72,523	STEVENS, WENDY	50,091
SOLAR, SHERRI	65,717	STEVENSON, LOUISE	60,009
SOLHEIM, BRENDA	70,368	STEWART, BOBBYLYNN	70,784
SOLLID, DAVID	96,650	STEWART, BONNIE JE	66,337
SOLOMON, EDNA	61,064	STEWART, CHERYL	62,766
SOMMERFELD, GRANT	95,882	STEWART, LISA	62,232
SOON, PATRICIA	53,523	STEWART, PAMELA	92,765
SOPARLO, MARILYN	55,175	STIRLING, GLENNIS	63,187
SORENSEN, MARK	51,580	STOBBE, ELAINE	55,083
SORENSON, HEATHER	66,444	STOBBS, ERIN	65,169
SOTKOWY, WARREN	66,435	STOBEE, RETA	70,937
SOVA, CASSANDRA	65,369	STOCKDALE WINDER, FERN	80,259
SPAK, ALICIA	62,742	STOCKHAM, JANA	54,600
SPARKS, CHERYL	54,084	STODDARD, PATRICIA	61,069
SPARKS, SASHA	61,806	STOEBER, ADRIANE	71,126
SPARROW, CHRISTINA	51,270	STOECKLEIN, COLLEEN	72,464
SPEHAR, CONNIE	63,369	STOLARCHUK, THERESA	74,828
SPEHAR, CRYSTAL	52,440	STONE, CHARLENE	52,703
SPEISER, LOVELLA	66,591	STONE, JERRE	81,321
SPENCE, ANN MARIE	59,869	STONE, SHANNON	75,328
SPENCE, DARLENE	51,410	STOREY, LORRAINE	56,142
SPENCER, CATHY	65,441	STOVALL, BEVERLEY	65,458
SPERLE, JUDY	54,029	STREET, MICHELLE	68,586
SPERLING, ANNE	89,058	STRENGER, MARLENE	71,805
SPIERS, AMY	51,250	STRICKLAND, JUDEE	63,822
SPILCHAK, KAREN	64,754	STRIEMER, ROBIN	55,599
SPILCHUK, TREENA	56,159	STRILAEFF, DONNA	63,613
SPITHAKIS, CORINNE	83,108	STROCEN, MITCHELL	63,154
SPITZIG, LYNNE	94,609	STROHAN, LIESA	64,934
SPIZAWKA, LOIS	82,057	STROMBERG, GRACE	69,203
SPREACKER, DEBRA	76,298	STROO, DIONNE	71,602
SPROAT MICKELSON, KATHLEEN	51,972	STROZEN, RACHAEL	60,871
SPROXTON, KATHERINE	75,827	STRUBLE, STEPHANIE	50,285
SQUIRES, LISA	69,820	STRUDWICK, DARYL	52,268
ST GERMAINE, KRYS	61,216	STUART, IAN	69,076
ST JACQUES, LAURETTE	50,498	STUART, PATRICIA	50,411
ST YVES, GUY	55,338	STUART, RODNEY	64,032
STABLER, ROD	65,770	STUART, SUSAN	54,133
STACEY, CARRIE	73,320	STUMBORG, H DREW	57,618
STADNYK, BETTY	65,106	STUPAK, BETTY	54,469
STALKER, TINA	53,366	SUIGNARD, KARLA	88,026
STAMPE, HOPE	86,054	SULLIVAN, SMITH	59,571
STARECKI, TANYA	63,678	SULLY, DARYL G	66,096
STARKS, FAYE	71,821	SULYK, MAUREEN	70,028
STAROSTA, VICTOR	55,952	SUMMACH, SANDRA	72,466
STEBBINGS, ERIKA	68,510	SUMNER, CAROL	57,994
STECKLER, BERNADETT	79,759	SUNDBY, KAREN	63,550
STEELE, MARIE	89,312	SUNDHOLM, ELISA	59,599
STEIN, DORIS	77,062	SUTHERLAND, CARLEEN	86,064
STEIN, PAULETTE	68,162	SUTHERLAND, WES	66,613
STENE, RICK	81,212	SVEINBJORNSON, CHERYL	55,560
STEPHANSON, KAREN	60,288	SVITLEKOFF, SHARON	77,057
STEPHEN, GLENN	51,242	SWEDENSKI, LORRAINE	74,993
STEPHEN, JACKIE	59,205	SWEDENSKI, MICHAEL	74,683
STEPHENS, JAYDEN	82,761	SWEET, TAMMY	59,572
STEPHENS, JEWEL	84,101	SWENSON, CHRISTIE	86,524
STEPPAN, CAROL	69,045	SWERHONE, DANIEL	94,548
STEVENS, AVA	88,770	SWIATECKI, ANDREA	57,811
STEVENS, LINDA	87,267	SWIDERSKI, SOMMER	57,560

SWITYK, DOREEN	70,283
SWITZER, IMELDA	73,498
SWORD, SUSAN	50,667
SYSING, MELITUN	53,732
SZMUTKO, DANIEL	61,777
TABELON, RAUL	78,647
TACIUK, PATRICIA	83,850
TAILLON, APRYL	64,919
TALLMADGE, MARILYN	64,250
TAMKE, JANICE	56,285
TANJUSAY, MAE	71,761
TARASOFF, LEAH	52,677
TARKO, CHRISTINA	62,980
TARR, DEVIN	65,241
TARRY, MARK	91,655
TATARNIUK, ELAINE	80,260
TAYLOR, AMBER	59,577
TAYLOR, GLORIA	55,256
TAYLOR, NICOLE	50,180
TAYLOR, RHONDA	68,297
TAYLOR, RITA	57,476
TAYLOR, SHAWN	63,416
TAYLOR, TARA	52,887
TAYLOR, TONYA	62,117
TEEKASINGH, MOHAN	140,133
TEGENKAMP, MARIE	54,479
TEKANOFF, REESE	56,032
TEMPLE, BRENDA	76,933
TEMPLE, DENNIS	50,506
TEPLITSKY, SUSAN	68,944
TERLESKI, DEBORAH	67,769
TETREAULT, COLETTE	66,062
THAKURDEEN, MEENA	87,174
THAYER, SCOT	81,430
THEISSING, RITA	55,327
THERENS, DEBRA	51,645
THIBAULT, DEBORAH	94,159
THIBAULT, JOCELYNE	70,866
THIEL, CINDY	69,561
THIEMAN, ALLISON	68,926
THIEMANN, CAROL	54,698
THIEMANN, LORRAINE	68,788
THIES, KYLA	57,859
THIESSEN, BRENDA	109,966
THIESSEN, ELMA	66,904
THIESSEN, MELANIE	66,179
THIESSON, BRIAN	65,511
THIVERGE, MARY	81,823
THOMA, ELSIE	64,244
THOMAS, JUSTIN	63,027
THOMAS, KELTEY	55,084
THOMAS, RUTH ANN	56,180
THOME, RODNEY	76,118
THOMPSON, CANDINA	63,947
THOMPSON, CHARLENE	63,588
THOMPSON, HELEN	52,373
THOMPSON, NORMA	63,242
THOMPSON, SANDRA	64,942
THOMPSON, SHARON	85,359
THOMSON, BRANDI	87,354
THOMSON, SHEROLYN	52,410
THORDARSON, PETRA	60,063
THORNE, STEPHANIE	79,219
THORPE, CHERYL	72,174
THORPE, JENNY	73,003
THRELFALL, MELISSA	66,217
TIAN, KUN	60,123
TIESSEN, HELEN	57,419
TIESZEN, LEIGHTON	90,819
TILITZKY, CAROL	55,259
TILK, JACLYN	64,467
TIMM, DIANE	79,544
TIMM, LORRAINE	57,916
TIMM, SHANE	70,496
TIMMERMAN, JUDY	50,724
TIMMERMAN, WANDA	57,774
TIMTIM, SAM	61,464
TING, JOSEPH	54,815
TKACHUK, MARILYN	61,776
TKACHUK, MICHELLE	72,899
TKACHUK, TRISTAN	77,628
TODD, VIDA	85,207
TOEWS, LORI	75,844
TOH, JOANNE	76,088
TOLLEY, DESTINY	53,382
TOLLEY, JAY	73,425
TOMLENOVICH, PATRICIA	60,674
TOMLINSON, FAYE	55,399
TOOMER, CRISTINA	72,450
TOOVEY, SHAWN	80,489
TOPOLA, LESLIE R	78,496
TOPP, BRIAN	87,891
TOPP, TAMMY	65,640
TORLAKOVIC, GORAN	283,332
TORREALBA, JOSE	63,879
TORRENS, DONNA	75,763
TORRES, JORGE JR	54,388
TOSO, ROBERT	64,872
TOWNSEND, LESLIE	76,470
TOWRISS, VICKI	88,569
TOY, MARIE	62,050
TRADEWELL, JAMIE	109,740
TRAN, MAI	160,121
TRAPLER, KURT	159,719
TRAVES, JAMIE	79,877
TRAYNOR, AMANDA	59,595
TRAYNOR, MARGUERIT	55,936
TREMBLAY, GOLDIE	87,176
TREMEER, JUANITA	86,016
TREPPEL, DIANE	75,843
TRICKER, CHAD	62,911
TRISCHUK, HEATHER	70,159
TROST, PATRICIA	50,713
TROTCHIE, PATTI	51,632
TU, XIN	65,034
TUCHSCHERER, MICHELLE	73,813
TUCKER, KIM	66,717
TUCKER, LISA	65,341
TULLOCH, JOANIE	74,712
TURAY, TONY	74,622

TURK, BRADLEY	60,037	WALKER, LINDSAY	60,955
TURK, JANELLE	54,846	WALKER, TERESA	50,398
TURKINGTON, GERMAINE	63,486	WALKO, WAYNE	59,087
TURNBULL, MARION	106,282	WALL, MARLIN	54,932
TURNER, ANDREA	52,409	WALL, RUBY	55,044
TURNER, KENNEDY	52,753	WALL, WANDA	59,982
TURNER, LANI	67,551	WALLACE, JANICE	60,762
TURNER, TAMI	52,891	WALLS, KELLY	50,305
TURNER, WENDY	66,314	WALLS, ROBYN	54,951
TUSTONIC, VLATKA	100,118	WALTER, CHERRYL	88,585
TWIGG, MARIANNE	63,109	WALTER, PAMELA	68,782
TWIGG, SUSAN	84,309	WALTON, GERMAINE	60,755
UCHACZ, TED	83,618	WALTON, VICTORIA	79,060
UHRYN, PAUL	97,605	WANDZURA, SHARON	66,832
ULMER, ANDREA	55,519	WANG, SEGUNDINA	60,465
ULVILD, JOANNE	53,980	WANNER, ROBIN	66,941
UMPHERVILLE, KAREN	54,891	WANNER, SHARON	55,432
UNGER, KEN	81,627	WANNER, STACEY	50,999
UNRUH, DIANE	69,217	WAPPLE, JAQUELINE	51,642
UNRUH, JANET	59,838	WARD, BARRY	101,427
UNSER, CORALEE	64,368	WARD, MICHELLE	75,063
UPTON, JUANITA	54,831	WARNES, JASON	83,519
UPTON, TODD	50,827	WARREN, HEATHER	81,952
URBANOWSKI, HOLLY	68,705	WARRIAN, JEANETTE	63,731
URSAKI, DIANE	93,815	WASEND, TERESA	65,118
UTLEY, LORI	56,125	WASHINGTON, JO ANN	74,173
VACHON, CLAUDIA	83,985	WASSERMANN, CHERYL	62,693
VAIL, LANNA	81,346	WASYLENKO, KAREN R	75,168
VALENTINE, KAREN	69,833	WASYLYSHYN, ROSEMARY	55,488
VAN DEN BERGHE, JANETTE	82,008	WATERHOUSE, KAREN	69,695
VAN OLST, EVERT	115,223	WATERS, MARJORIE	52,204
VANDERGOOT, MARY	95,962	WATLING, MIKE	75,078
VANDERPLOEG, SUSAN	52,796	WATSON, KAREN	55,649
VANTHUYNE, WENDY	86,484	WATSON, SHARI	70,994
VANY, ALEATHA	53,322	WATT, DAVID	73,251
VARGA, JANET	58,299	WATT, PAMELA	71,372
VARGO, LYNDA	69,083	WAUGH, HELEN	50,730
VAVRA, STEPHANIE	59,596	WAWRYK, AMI	64,969
VENNE, SANDRA	70,109	WAYGOOD, JENNIFER	55,834
VERBEKE, PAT	60,189	WEBB LISTWIN, DENA	80,137
VEREGIN, JACKI	63,187	WEBB, CRISTEL	66,719
VERESCHAGIN, PATRICIA	65,684	WEBB, JANE	68,724
VERREAULT, JARET	51,865	WEBER, DAWN	63,251
VILLEGAS, JOSEPHINE	54,685	WEBER, MAUREEN	73,913
VOGT, JANICE	62,059	WEBER, SHELAGH	58,013
VOISEY, TWYLA	52,105	WEBER, SHELLY	54,060
VOLS, SANDRA	94,027	WEBER, TRENT	61,993
VON HAGEN, WAYNE	51,938	WEBSTER, JAMES	79,080
VRBANCIC, MIRNA	79,133	WEBSTER, VERN	67,148
WAGNER, ANDREW	51,884	WEEKS, ILA	67,463
WAGNER, SUSAN	51,026	WEEKS, LINA	68,966
WAGNER, VALERIE A	73,014	WEHNER, LAURIE	65,428
WAINMAN, JUDY	62,308	WEIBEL, CAROLINE	69,385
WAITHMAN, MAUREEN	71,612	WEIERS, NORA	78,717
WALD, MELODY	62,900	WEILAND, DIANE	67,540
WALDBAUER, ALISON	65,711	WEIMAN, WENDY	64,756
WALDBAUER, LAVONA	52,843	WEINBERGER, LILAH	91,208
WALDENBERGER, RAE LYNN	56,947	WEINMASTER, JULIE	51,637
WALKER JOHNSTON, JO ANN	69,094	WEISBROD, DEBRA	75,561
WALKER, JOYCE	101,821	WEISNER, VICTORIA	71,685

WELFORD, DEANNA	63,455
WELKER, KAREN	67,674
WELLER, RANDY	67,531
WELTER, DEBORAH	62,675
WELTER, DONELDA	61,910
WENAUS, CORI	68,339
WENC, BRIAN	116,934
WENINGER, MICHELLE	68,973
WENKOFF, JANE	67,279
WENKOFF, PATRICIA	70,287
WENZEL, DOUGLAS	76,592
WENZEL, MICHELLE	52,083
WERBESKI, SHIRLEY	66,034
WERLE, JILL	87,818
WERNER, LOUISE	67,313
WESTAD, OWEN	55,617
WESTAD, TRUDY	87,329
WESTFALL, MARGARET	74,550
WEYLAND, BEVERLY	54,738
WEYLAND, SANDRA	52,465
WHARTON, NORMA	55,394
WHEATLEY, TARA	70,695
WHEELER, LONI	66,715
WHELAN, LORELEI	51,149
WHETEN, SUSAN	63,269
WHITBY, PAULA	59,821
WHITE, RUTH R	58,226
WHITE, SUE ELLEN	58,539
WHITEHEAD, KERI	56,009
WHITTARD, KRISTA	64,776
WHITTER, BEVERLY	79,883
WIEBE, AMANDA	71,481
WIEBE, CAROL	52,620
WIEBE, HELEN	55,475
WIEBE, JOLENE	63,626
WIEBE, MARY LYNN	64,739
WIEBE, RUDOLPH	54,638
WIEBE, STAN	88,690
WIEBE, VERA	80,987
WIEGERS, LOIS	71,392
WIELER, SHIRLEY	70,619
WIENS, DONNA	57,653
WIENS, ERIN	64,788
WIENS, RENEE	65,243
WIESE, JENNIFER	55,029
WIHAK, LAURA	55,117
WILD, MEREDITH	88,674
WILDEMAN, CHERI	56,806
WILLEN, LEANN	57,750
WILLIAMS, DARLENE	65,800
WILLIAMS, ELLEN	64,091
WILLIAMS, JANICE	68,330
WILLIAMS, LINDSAY	50,222
WILLISON, LAURA	56,981
WILLMAN, PAMELA	50,749
WILLS, ULANA	54,778
WILSON, BARBARA	68,895
WILSON, BETTE ANN	73,065
WILSON, DIANNE	63,416
WILSON, DOROTHY	55,870
WILSON, GAIL	64,783
WILSON, LAURENE	90,685
WILSON, LORRAINE	50,437
WILSON, MONIQUE	71,130
WILSON, RONALD	64,884
WILSON, TAMMY	51,275
WILSON, TERRY	71,622
WILSON, TYLER	51,026
WINARSKY, PATRICIA	50,394
WINCHESTER, TONY	77,650
WINDSOR, NICOLE	60,931
WINGERAK, DIANNE	67,491
WINGROVE BURKE, DOREEN	66,085
WINKELMANN, DARLENE	74,763
WINTER, AUDREY	57,896
WINTERHALT, DAWN	74,188
WINTON GREY, KENNETH	52,225
WINTON GREY, PATRICIA	60,797
WINTONYK, DAWN	79,512
WIRCHENKO, JANET	89,413
WIRTH, PATRICIA	64,404
WISMINITY, JOANN	83,409
WISNER, OWEN	72,167
WITT, BRYAN	72,144
WITTE, KARIE	76,651
WITTER, TRACY	71,488
WITTIG, GAIL	54,060
WIWCHAR, LAURA	54,628
WIWCHAR, TERESA	54,817
WLADYCHKA, BARRY	77,023
WOELK, CAROL	65,991
WOELK, LILLIAN	57,367
WOJCICHOWSKY, DARCY	62,757
WOLDEHANA, AWLACHEW	109,413
WOLFE, BETTY	87,487
WOLFFE, GERALDINE	63,206
WOLITSKI PARENT, TRICIA	50,185
WOLITSKI, WENDY	84,884
WOLOSCHUK, DEBRA	61,062
WOLOSHYN, AMY	60,575
WONG, ADAM	92,304
WONG, RUTH M	51,716
WONG, SIEW MAY	80,005
WOO, MAYLEEN	72,036
WOOD, CHARLES	52,269
WOOD, KAREN	56,402
WOODARD, LEAH	51,945
WOODCOCK, ERINN	64,567
WOODFORD, KARYN	54,843
WOODROW, NICOLE	52,817
WOODS, BRYAN	98,235
WOODS, MARC	79,922
WOODS, MARION	60,049
WOODS, MICHAEL F	53,163
WOODSWORTH, PAMELA	72,700
WOOFF, PAULA	63,144
WORMS, JESSICA	72,066
WORTH, LESLIE	87,007
WORTMAN, JANE	62,010
WOURMS, GWEN	52,302

WOURMS, LENORE	66,703
WOURMS, MARIA	66,795
WOWCHUK, CYNTHIA	50,504
WOYCHUK, PATRICIA	67,644
WOYTKO, HELEN	76,001
WOZNIAK, PATRICIA	71,235
WRIGHT, BARBARA	73,470
WRIGHT, CRYSTAL	53,885
WRIGHT, DARLENE	67,663
WRIGHT, DONNA	59,660
WRIGHT, JUDITH	70,668
WRIGHT, LINDA	62,813
WRIGHT, MICHELLE	61,337
WRUBLESKI, DANIEL	59,223
WUDRICK, ROSALIE	67,426
WUNDERLICH, KENTON	70,203
YAKUBOWSKI, RHODA	52,414
YAN, JIE	67,221
YANCIW, DAVID	69,802
YANKOSKI, EMILY	74,152
YANO, VALERIE	63,748
YANOSHEWSKI, WENDY	70,349
YARMOVICH, TREVOR	62,849
YAROSHKO, DELLA	77,983
YATSURA, ALARICE	74,222
YEE PARDOSKI, GAYLENE	70,632
YEO, THERESA	70,591
YISAK, ROSA	51,177
YOUNG, BEVERLY	76,543
YOUNG, GLENDA	68,154
YOUNG, TARA	52,799
YOUNG, TERRY	62,372
YURY, CALVIN	72,081
YUZDEPSKI, CURTIS	63,152
YUZIK, SUSAN	91,766
ZABA, EILEEN	69,127
ZABALA, ANA	55,042
ZABLOCKI, SCOTT	56,536
ZACHARIAS, HENRY	59,995
ZACHARIAS, JULIE	53,164
ZAHARIA, MARILEE	89,012
ZAKALUZNY, TANYA	50,417
ZAKRESKI, TRACY	51,915
ZAMOSNY, JACQUELIN	60,043
ZARY, ANDREA	63,297
ZARYCKI, KRISTA	51,988
ZELMER, KATHY	73,636
ZENNER, TREENA	65,143
ZERR, JOANNE	90,062
ZHU, YING HUI	87,370
ZIEBART, LINDA	63,200
ZIEFFLIE, ROXANNE	62,141
ZIELINSKI, LYNETTE	52,385
ZIELKE, KIMBERLY	50,006
ZIMMER, BRIAN	78,090
ZIMMER, DOREEN	84,422
ZIMMER, KARMA	50,689
ZIMMER, LORRAINE	58,474
ZIMMER, MAUREEN	63,164
ZIMMERMAN, JAIMIE	69,034
ZIMMERMAN, TINA	72,652
ZINCHUK, MELANIE	72,598
ZINGER, LYNN	60,855
ZIOLKOWSKI, DALE	75,499
ZIOLKOWSKI, LAURIE	67,382
ZIPP, AMELIA	51,366
ZOERB, ANGELA	65,443
ZOERB, CHERYL	71,778
ZULETA, CHRISTINA	55,311
ZUNTI, LISA	53,111
ZUREVINSKI, KAREN	59,224
ZUREVINSKY, JOCELYN	55,502
ZWIERZYNSKI, JUDITH	69,578
ZWINGLI, SHANTEL	62,107

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more.

AUTISM TREATMENT SERVICES OF SASKATCHEWAN INC.	273,079
BETHANY PIONEER VILLAGE INC.	1,668,044
CANADIAN MENTAL HEALTH ASSOCIATION	159,134
CENTRAL URBAN METIS FEDERATION (1993) INC.	206,698
CIRCLE DRIVE SPECIAL CARE HOME INC.	2,503,524
COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD.	278,000
COSMOPOLITAN INDUSTRIES LTD.	60,000
CROCUS CO-OPERATIVE	260,095
DUCK LAKE AND DISTRICT NURSING HOME INC.	1,595,861
ELMWOOD RESIDENCE INC.	88,700
HUMBOLDT AND DISTRICT AMBULANCE SERVICE	503,240
JUBILIEE RESIDENCES INC. (PORTEOUS LODGE)	3,948,989
JUBILIEE RESIDENCES INC. (STENSRUD LODGE)	3,920,779
LAKEVIEW PIONEER LODGE INC.	2,131,709
LANGHAM SENIORS CITIZENS HOME	691,260
LANIGAN AND DISTRICT AMBULANCE ASSOCIATION	142,299
LUTHER CARE COMMUNITIES (LUTHERAN SUNSET HOME)	6,452,199
M.D. AMBULANCE CARE LTD.	3,700,717
MENNONITE NURSING HOME INC.	3,326,841
MIDWAY AMBULANCE CARE LTD.	384,643
OLIVER LODGE	3,911,272
OMI LACOMBE CANADA INC	147,130
PRESTON NURSING HOME, SASKATOON OF EXTENDICARE (CANADA) INC.	3,415,981
QUILL PLAINS AMBULANCE CARE LTD.	246,872
ROSTHERN AND DISTRICT AMBULANCE	332,350
SASKATOON CONVALESCENT HOME	3,208,583
SASKATOON CRISIS INTERVENTION SERVICES, INC.	351,953
SASKATOON HOUSING COALITION, INC.	705,798

SASKATOON TRIBAL COUNCIL URBAN FIRST NATION SERVICES INC.	80,000
SENIOR SISTERS OF SION RESIDENCE	50,077
SHAMROCK AMBULANCE CARE INC.	276,716
SHERBROOKE COMMUNITY SOCIETY INC. (CENTRAL HAVEN SPECIAL CARE HOME INC.)	2,460,627
SHERBROOKE COMMUNITY SOCIETY INC. (SHERBROOKE COMMUNITY CENTRE)	14,980,915
SISTERS OF ST ELIZABETH	167,100
SPRUCE MANOR SPECIAL CARE HOME INC.	1,673,820
ST JOSEPH'S HOME FOR THE AGED	2,998,952
ST. ANN'S SENIOR CITIZENS VILLAGE CORPORATION	3,246,672
STRASBOURG AMBULANCE SERVICE	250,830
STRASBOURG AND DISTRICT HEALTH CENTRE	201,776
STUDENT WELLNESS INITIATIVE TOWARD COMMUNITY HEALTH (SWITCH)	50,000
SUNNYSIDE ADVENTIST CARE CENTRE	3,954,601
SUNSHINE HOUSING INC	123,178
UNIVERSITY OF SASKATCHEWAN STUDENT HEALTH CENTRE	113,900
URSULINES NUNS OF BRUNO	58,525
URSULINES OF ST ANGELA'S CONVENT	94,579
WAKAW AMBULANCE SERVICE	235,185
WARMAN MENNONITE SPECIAL CARE HOME INC.	1,281,070
WYNYARD AND DISTRICT COMMUNITY HEALTH CLINIC ASSOC. LTD.	291,635

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

614984 SASKATCHEWAN LTD	186,231
A H MEDICAL PROFESSIONAL CORP	62,968
ABATEMENT TECHNOLOGIES	96,864
ABBOTT LABORATORIES	2,212,649
ABBOTT VASCULAR DIVISION	458,572
ABSOLUTE DRYWALL	80,828
AC FLOORING & INSTALLATION (2004) LTD	99,649
ACCREDO HEALTH GROUP	152,400
ACMI CANADA INC	347,511
ACTION OFFICE INTERIORS	279,056
ADOLPH, DR J	108,224
ADVANCED ELECTRONIC	112,028
ALCON CANADA INC	2,055,515
ALL-BRITE ELECTRIC CO LTD	382,128
ALLERGAN INC	319,822
ALLMAR DISTRIBUTORS	102,910
AMCOM SOFTWARE INC	105,070
AMS CANADA INC	74,840
AMT VANTAGE GROUP INC	90,988
ANAESTHESIA SERVICES	118,716
ANISOFT GROUP	206,804
ANIXTER CANADA INC	62,748
AODBT (ARCHITECTURE	1,268,209
APARC SYSTEMS	573,357
ARJO CANADA INC	243,447
ARROW MEDICAL PRODUCTS LTD	205,957
ASSOCIATED ACADEMIC ANESTHESIOLOGISTS	157,500
ASSOCIATED HEALTH SYSTEMS	148,986
ASSOCIATED RADIOLOGISTS	7,845,160
ASTRAZENECA CANADA INC	51,188
AUDITORIUM HOLDINGS	99,756
AUTOMED CANADA	77,595
B BRAUN MEDICAL INC	778,957
BALDWIN, DR HAL	144,197
BARD CANADA INC	694,064
BAXTER	3,168,953
BAYLIS MEDICAL COMPANY INC	214,533
BECKMAN COULTER INC	1,916,084
BECTON DICKINSON & CO LTD	156,636
BENNETT, NORMAN	55,219
BIOMED RECOVERY & DISPOSAL	377,574
BIOMERIEUX CANADA INC	632,217
BIOMET INC	145,641
BIORAD LABORATORIES	227,734
BOMIMED INC	172,897
BOSTON SCIENTIFIC LTD	2,264,042
BRACCO DIAGNOSTICS CANADA	231,506
BRENNAN OFFICE PLUS	104,020
BRENNAN, DR STEFFAN	59,885
BRILZ, DR TONY	52,421
BRISTOL - MYERS SQUIBB CANADA INC	534,852
BRUNSWICK FILING SYSTEMS INC	113,039
BUCKWOLD & SONS	87,888
BUNZL DISTRIBUTION	680,556
BUSINESS OBJECTS AMERICAS	93,407
BWR MEDICAL PROF CORP	254,484
CADD:FM MANAGEMENT SERVICES LTD	50,027
CALEA PHARMACY SERVICES INC	67,219
CALGARY HEALTH REGION	729,362
CANADA MICROSURGICAL	281,187
CANADIAN CORPS OF COMMISSIONAIRES	447,268
CANADIAN COUNCIL ON HEALTH SERVICES ACCREDITATION	92,170
CANADIAN HOSPITAL SPECIALTIES	63,007
CANADIAN INSTITUTE FOR HEALTH INFO (CIHI)	53,315
CANADIAN LINEN SUPPLY	50,982
CAN-MED HEALTHCARE	1,120,532
CAPITAL CITY PARKING	159,681
CAPITAL HEALTH	102,306
CARDINAL HEALTH	86,903
CARESTREAM MEDICAL LTD	175,643

CARL ZEISS CANADA LTD	174,883
CATHOLIC HEALTH ASSOC OF SASKATCHEWAN	54,223
CEG ENERGY OPTIONS INC	2,446,729
CENTENNIAL FOODSERVICE	216,095
CENTRAL URBAN METIS FOUNDATION INC	206,698
CERNER CANADA	221,525
CHASE, DR C	71,686
CHEP GOOD FOOD BOX	57,339
CHILD CARE SOCIETY	50,000
CHILDREN'S HOSPITAL OF EAST ONTARIO	85,110
CHRISTIE GROUP LTD	625,623
CITY CENTRE FAMILY PHYSICIANS	64,085
CITY OF HUMBOLDT	101,006
CITY OF SASKATOON	3,480,714
COAST PAPER	72,056
COLLIERS MCCLOCKLIN REAL ESTATE CORP	929,825
COMMUNITY HEALTH SERVICES (SASKATOON) ASSOCIATION LTD.	655,508
COMPASS GROUP CANADA	201,318
COMPUTER TRENDS CANADA	92,396
COMPUTRITION	90,072
COOK CANADA INC	1,209,137
CORPUS SANCHEZ INTL CONSULTANCY INC	170,164
COVERETT, DR KELLY	53,615
CPDN/RCDP	5,188,808
CREDANT TECHNOLOGIES	149,940
CRESTLINE COACH LTD	75,642
CRONUS TECHNOLOGIES	183,792
CYPRESS SALES PARTNERSHIP	283,200
D2 CONSTRUCTION LTD	264,909
DADE BEHRING CANADA	59,733
DAKO CANADA INC	220,446
DALA, DR GIDEON	240,799
DANG, DR. BAO	62,200
DATACARD CORPORATION	72,608
DATASCOPE CORP	50,133
DATEX-OHMEDA (CANADA	723,593
DAVIS MACHINE CO 196	68,882
DB SPECIAL INSTRUMENTS INC	92,995
DEPT OF PEDIATRICS	178,007
DEVELUS SYSTEMS INC	60,843
DR ALLAN WOO MEDICAL	62,269
DR ANGELA M BALDELLI MEDICAL PROF CORP	105,963
DR BARRETT TARANGER & ASSOCIATES	62,544
DR BARRY BERNACKI MEDICAL PROF CORP	76,975
DR BRIAN BROWNBRIDGE MEDICAL PROF CORP	142,959
DR FRED H OLENIUK MEDICAL PROF CORP	129,314
DR GENE MEDICAL PROF CORP	321,169
DR J & V MEDICAL PROF CORP	153,844
DR J FROH MEDICAL PROF CORP	321,773
DR J MCKERRELL MEDICAL PROF CORP	93,770
DR JAMES STEMPIEN MEDICAL PROF CORP	198,776
DR JEFFREY S BLUSHKE MEDICAL PROF CORP	52,730
DR JIM WERBICKI MEDICAL PROF CORP	57,568
DR JM BALATON MEDICAL PC	65,609
DR JOEL YELLAND MEDICAL P C INC	212,563
DR K D KOK MEDICAL PROF CORP	359,174
DR K GOWDA MEDICAL PROFESSIONAL CORP	210,932
DR KEVIN COLLEAUX MEDICAL PROF CORP	58,445
DR MANDEEP UBHI MEDICAL PROF CORP	61,802
DR MARK JAMES MEDICAL PC LTD	134,724
DR MARK WAHBA MEDICAL PC INC	80,936
DR MURRAY OPDAHL MEDICAL	63,522
DR NAIYAR KHAYYAM PROF CORP	297,326
DR NAWAL K SHARMA MEDICAL PROF CORP	212,263
DR NICHOLAS G IVANANS MEDICAL P C INC	257,506
DR NORMAN JOANIS MEDICAL PROF CORP	244,206
DR OLATUNBOSUN MEDICAL PROF CORP	494,800
DR OTTO MOODLEY MEDICAL PROF CORP	121,372
DR PATRICK LING MEDICAL PROF CORP	52,515
DR PAUL HAYES SURGICAL PROF CORP	114,786
DR PETER SPAFFORD MEDICAL PROF CORP	57,739
DR R BIGSBY MEDICAL PROF CORP	58,981
DR R H KLASSEN MEDICAL PROF CORP	217,845
DR R NRUSIMHADEVARA MEDICAL PROF CORP	73,332
DR RAHUL KHANNA MEDICAL PROF CORP	91,051
DR ROBIN MENZIES MEDICAL PROF CORP	52,858
DR RONALD SIEMENS PROF CORP INC	276,947
DR RYAN O'NEILL PROF CORP	266,741
DR S SHEPPARD MEDICAL PROF CORP	127,053
DR SHIV AMBULGEKAR MEDICAL PROF CORP	380,926
DR SUE PEDERSEN P C INC	138,500
DR THOMAS A JOHNSON MEDICAL PROF CORP	97,891
DR ULMER MEDICAL PROF CORP	56,134
DR V CATTELL MEDICAL PROF CORP	326,878
DR VERNON BEHL MEDICAL PROF CORP	261,154
DR W DALLAS PEARSON MEDICAL PROF CORP	225,894
DRS LEIPOLDT & WESSELS MEDICAL	120,419
DUNHAM, DR CHRISTOPHER	50,108
DYNAMEX CANADA INC	541,338
EARL'S PHARMACY LTD	251,115
EBSCO CANADA LTD	89,427

EDEN TEXTILE LTD	259,438
EDWARDS EDWARDS MCEWEN ARCHITECTS	94,522
EDWARDS LIFESCIENCES (CAN) INC	262,831
EECOL ELECTRIC LTD	241,347
EL-GOUHARY, DR INAS	100,340
EPF MEDICAL PROF CORP	429,850
ESBE SCIENTIFIC	84,012
EXTENDICARE LTD	3,602,108
FAMILY SERVICE SASKATOON	326,304
FEDERAL EXPRESS CANADA LTD	91,073
FERRING INC	96,125
FISHER SCIENTIFIC	676,352
FRIGGSTAD DOWNING HENRY ARCHITECTS	1,099,757
FUTUREMED HEALTH CARE PRODUCTS INC	462,053
G B DALSHAUG SURGICAL PROF CORP	54,441
GABRIEL CONSTRUCTION	463,318
GAMBLE, DR CARMEN	220,850
GAMBRO CANADA INC	1,594,080
GAMMA - DYNACARE MEDICAL LABORATORIES	2,627,193
GANUGAPATI, DR USHA	214,527
GARY LOEWEN CONSTRUCTION MGT SERVICES	91,487
GE HEALTHCARE CANADA	1,263,048
GE HEALTHCARE IITS CANADA	94,948
GEANEL RESTAURANT SUPPLIES LTD	79,918
GENPHARM INC	69,375
GHOORAH, DR S	54,500
GRAND & TOY LTD	1,354,685
GREAT WEST LIFE	2,592,060
H V A C SALES (1997)	80,446
HA, DR HANG	115,318
HEALTH SCIENCES ASSOC	595,595
HEALTHMARK LTD	364,313
HEALTHMETRX CANADA INC	68,717
HERTZ NORTHERN BUS	129,747
HICKSON HOLDINGS LTD	123,403
HILL-ROM CANADA	937,834
HOLLISTER LTD	84,575
HOLT, DR ALANA	65,844
HONEYWELL	65,605
HORIZON COMPUTERS SOLUTIONS	803,140
HOSPIRA HEALTHCARE CORPORATION	4,174,650
HOSPITALITY NETWORK	189,885
HOSPITALS IN COMMON	114,041
HOWSAM, DR JUDY	97,712
HUB CITY MFG CO LTD	89,798
HUSSAIN, DR TOUSIEF	61,122
I & M WELDING & FABRICATING LTD	96,431
IBM CANADA LTD	348,591
ICD (INDEPENDENTS CHOICE DIST)	950,700
INFORMATION CONTROL	163,338
INLAND AUDIO VISUAL	79,778
INO THERAPEUTICS	109,196
INSTRUMENTARIUM	121,221
INSTRUMENTATION LABORATORY (CANADA) LTD	50,184
INTER MEDICO	189,326
INTER V-MEDICAL INC	177,428
INTRIQUIP INSTRUMENT	53,835
INVERNESS MEDICAL CANADA	135,347
INVESTORS GROUP	118,458
ISHAQZAY, DR RAHMAT	86,001
IVERSON, DR LANCE	231,179
IZZO GROUP LTD	51,499
J A W MEDICAL SERVICES	296,997
JAMES BEST MEDICAL PROF CORP	118,624
JANSSEN-ORTHO INC	1,143,306
JB MEDICAL (BOWERS MEDICAL)	76,396
JDJ CONSULTING LTD	132,708
JOHNSON & JOHNSON	3,419,429
JOHNSON CONTROLS	255,530
JOHNSON MEDICAL CARE	235,687
JOINT SOLUTIONS	120,923
JONES, DR AN	70,820
KARL STORZ ENDOSCOPY	66,760
KCI MEDICAL CANADA INC	494,546
KEIR SURGICAL	214,291
KELLY,DR MICHAEL	131,000
KEYANO OMA EARLY LEARNING CENTRE	75,260
KLS MARTIN	137,516
KONE INC	66,957
KPMG MANAGEMENT CONSULTING	191,668
KRONOS	171,948
LABELLE, DR P	51,395
LABORIE MEDICAL TECHNOLOGIES INC	121,154
LAC-MAC LIMITED	60,487
LAERDAL MEDICAL CANADA	78,634
LAUBSCHER, DR BARRY	398,327
LEICA MICROSYSTEMS INC	53,484
LEXMARK CANADA INC	362,535
LIFESCAN CANADA LTD	314,219
LINVATEC CANADA	1,129,197
LKH MECHANICAL	111,226
LOGOS CONSULTING LTD	77,024
LONDON LIFE INS CO	212,564
LONDON LIFE INSURANCE CO LTD	387,239
LORAAS DISPOSAL SERVICES LTD	178,081
LOTZ, DR HELOISE	255,853
LUBIANTORO MEDICAL PROFESSIONAL INC	2 359
LYDALE CONSTRUCTION	94,700
LYNX MEDICAL PRODUCT	55,263
MACQUARIE EQUIPMENT FINANCE LTD	1,437,443
MAQUET- DYNAMED INC	304,222
MARCIE CAKES	51,226
MARRACK AND ASSOCIATES INC	71,915

MARSH CANADA LIMITED	1,594,878
MATTERHORN COMPUTER CONSULTING CORP	94,786
MAYO MEDICAL LABORATORIES	63,361
MBUYI, DR FELICIEN	94,800
MCARTHUR MEDICAL SALES INC	52,785
MCCLELLAND, RYAN	90,414
MCCUAIG, DR RANDALL	103,113
MCGETTIGAN, DR JIM	66,910
MCIVOR, DR GRAEME	51,646
MCKERCHER MCKERCHER & WHITMORE	92,700
MCKESSON CANADA	4,256,849
MED 2020 HEALTH CARE	111,278
MEDICAL MART SUPPLIES WEST LIMITED	92,780
MEDICAL SYSTEMS	121,697
MEDICHAIR	60,128
MED-I-PANT INC	76,636
MEDTRONIC	3,437,416
MERCK FROSST CANADA	180,603
MICROSULIS MEDICAL LIMITED	94,489
MID-WEST DEVELOPMENT	244,055
MINISTER OF FINANCE	2,271,569
MODERN JANITORIAL SALES & SERVICES	133,791
MUSCULOSKELETAL TRANSPLANT FOUNDATION	56,877
MYTOPHER, DR KRISTIN	55,000
MYTRAVEL / SINFONIA	150,275
NAIDOO, D	272,842
NALCO CANADA CO	117,140
NESTLE CANADA INC (CLINICAL NUTRITION)	52,399
NEXINNOVATIONS	445,682
NIEMAND, DR CHRISTIA	177,599
NIKON CANADA INC (INSTRUMENT DIVISION)	58,773
NORTH SASK LAUNDRY	890,262
NOSIB, DR SHRAVANKUM	68,146
NOVARTIS PHARMACEUTICALS CANADA INC	346,463
NUANCE COMMUNICATIONS INC	170,239
OGUNYEMI AYODELE O	69,697
OLYMPUS CANADA INC	244,592
ONE LAMBDA INC	113,382
ORACLE CORP CANADA INC	453,799
ORTHO CLINICAL DIAGNOSTICS	415,196
ORVOLD, D	53,674
OSTEK ORTHOPAEDICS INC	59,109
OTICON / PHONIC EAR	165,970
OTIS CANADA INC	196,730
OXOID INC	106,208
PATTERSON DENTAL CANADA INC	53,335
PEARSON, DR DEREK	136,137
PENTAX CANADA INC	339,298
PEPP (PUBLIC EMPLOYEES PENSION PLAN)	353,878
PEPSI-COLA CANADA BEVERAGES	297,073
PERCY H DAVIS LTD	67,454
PERIDOT MEDICAL INC	64,954
PHARMACEUTICAL PARTNERS OF CANADA INC	62,991
PHARMASAVE	97,589
PHARMASYSTEMS INC	111,475
PHILIPS MEDICAL SYSTEMS CANADA	3,977,285
PHONAK CANADA LTD	607,411
PILLING WECK CANADA	138,663
PINNACLE DISTRIBUTION INC	52,778
PML MICROBIOLOGICALS	102,189
POSTAGE BY PHONE	470,296
PRAIRIE DISTRIBUTORS	155,231
PRAIRIE MOBILE COMMUNICATIONS	179,706
PRAXAIR	275,686
PROFORMA QUALITY SOLUTIONS	325,854
PSS PENSION	88,045
PUROLATOR COURIER LTD	136,565
PYDEE ENGINEERING CO	89,744
Q MED INC	68,340
QUEST MEDICAL	75,877
QUOREX CONSTRUCTION	693,176
R S BASI MEDICAL DOCTOR PROF CORP	83,608
RADIOMETER CANADA	122,164
RAHAMAN, DR OMAR	200,649
RAJPUT, DR ALI	86,184
RANCO MANUFACTURING	95,255
RECEIVER GENERAL FOR CANADA	132,967,006
REGINA QU'APPELLE HEALTH REGION	537,217
REISNER, DR DEBRA	149,116
RIDEAU RECOGNITION	127,479
ROCHE DIAGNOSTICS	193,156
ROYAL BANK	61,361
RPG - RESOURCE PLANNING GROUP INC	311,678
S O ASHER CONSULTANTS	67,216
SAHO	26,563,623
SAMMONS PRESTON ROYLAN CANADA INC	66,967
SANDOZ CANADA INC	87,011
SANOFI PASTEUR LIMITED	223,311
SAPUTO FOODS LIMITED	588,936
SASK CATHOLIC HEALTH CORPORATION	500,000
SASK WORKERS' COMPENSATION BOARD	3,602,003
SASKATOON OB ANAESTHESIA GROUP	1,893,478
SASKATOON RADIO CABS	86,582
SASKATOON UNITED WAY	63,761
SASKENERGY	1,141,664
SASKPOWER	1,038,727
SASKTEL CMR	2,302,253
SASKTEL MOBILITY CELLULAR	328,763
SASKWORKS VENTURE FUND INC	142,952

SAUDER, DR DAVID	50,514
SAUNDERS EVANS ARCHITECTS INC	507,694
SCH EMERGENCY PHYSICIANS	305,819
SCHAAN HEALTHCARE PRODUCTS	6,099,151
SEARWAR, DR	86,783
SEIU LOCAL 333	2,806,485
SELK, DR BRAD	72,800
SHEPP	43,438,598
SIAST WASCANA CAMPUS	61,348
SIEMENS BUILDING TECHNOLOGIES LTD	1,354,677
SIEMENS CANADA LIMITED	1,058,231
SIEMENS HEARING INSTRUMENTS	379,563
SIEMENS WATER TECHNOLOGIES CANADA INC	62,856
SMITH & NEPHEW	751,941
SMITHS MEDICAL CANADA LTD	294,937
SMITHWICK'S PHYSIOTHERAPY	514,583
SOFT COMPUTER CONSULTANTS	640,824
SOMAGEN DIAGNOSTICS INC	623,241
SORIN GROUP CANADA INC	1,638,629
SOURCE	3,299,536
SOUTHMEDIC INC	53,718
SPELAY, DR JODI	54,253
SPH EMERGENCY PHYSICIANS	542,497
SRG - SECURITY RESOURCES GROUP INC	94,177
SRNA (SASK REGISTERED NURSES ASSOC)	1,246,232
ST JUDE MEDICAL CANADA INC	333,355
ST PAUL'S HOSPITAL	152,078
STAKIW, DR KEN	280,863
STARBUCKS COFFEE COMPANY	178,452
STARKEY LABS - CANADA CO	261,912
STATION 20 WEST DEVELOPMENT CORPORATION	131,731
STC URBAN FIRST NATION SERVICES INC	633,874
STERIS CANADA INC	635,501
STEVENS COMPANY	1,326,513
STRYKER CANADA INC	516,640
SUMMIT TECHNOLOGIES	267,116
SUN	2,147,450
SUN-LOCAL 107	71,847
SUN-LOCAL 75-UIC	175,624
SURGIPATH CANADA	72,489
SUROS SURGICAL SYSTE	67,046
SYNTHES (CANADA) LTD	582,913
SYSCO FOOD SERVICES	3,300,347
TAB	59,436
TANDON, DR NAVEEN	60,000
TAP COMMUNICATIONS INC	125,630
TAYLOR PROPERTIES	75,894
TEX-PRO WESTERN LTD	77,827
THE ARCHITECTS COLLABORATIVE	101,957
THE HANEN CENTER	54,634
THE MARKETING DEN	109,854
THE STAR PHOENIX	75,544
THERMO PLUS COATINGS	93,695
THERON, DR JAN	295,452
THYSSENKRUPP ELEVATOR	159,318
TOSHIBA OF CANADA LTD	697,680
TR JOHNSON MEDICAL PROF CORP	482,142
TRICIFIC ENTERPRISES	53,388
TRUDELL MEDICAL	69,898
TYCO HEALTHCARE GROUP	2,251,388
UCYCLYD PHARMA INC	178,257
UNISOURCE CANADA INC	264,067
UNITED CABS	79,897
UNIVERSITY OF SASKATCHEWAN	16,117,610
VANCOUVER COASTAL HEALTH AUTHORITY	93,885
VCM CONTRACTORS & ENGINEERS LTD	807,123
VENTANA MEDICAL SYSTEMS INC	86,148
VFA CANADA	170,164
VIPOND FIRE PROTECTION INC	86,595
VISTA TECHNOLOGY INC	77,645
VITAL AIRE HEALTHCARE	529,309
VOGEL, DR	394,766
VWR INTERNATIONAL LTD	355,738
W L GORE AND ASSOCIATES CANADA INC	292,698
W5 MANAGEMENT CORP	188,160
WAWRYK ASSOCIATES LTD	167,835
WBM OFFICE SYSTEMS	154,860
WCB	689,906
WEILER, DR ROB	114,802
WESCLEAN EQUIPMENT & CLEANING SUPPLIES LTD	130,850
WESCO DISTRIBUTION CANADA INC	50,957
WESTON BAKERIES LTD	144,962
WIDEX CANADA LTD	375,343
WINROC SUPPLIES LTD	50,919
WOODS, DR ROB	87,500
WORKFORCE EDGE CONSULTING INC	73,531
WYETH	891,028
XEROX CANADA LTD	327,367
ZIMMER OF CANADA LIMITED	3,641,896
ZLIPKO, DR T	260,784

Other Expenditures

Listed are payees who received $50,000 or more for expenditures not included in the above categories.

Nothing to report in this category.

PERFORMANCE MANAGEMENT SUMMARY 2007-2008

Saskatchewan Health developed an *accountability framework* that defines and clarifies the performance relationship between regional health authorities (RHAs) and the province. The Accountability Documents articulate the Ministry's expectations (both high-level organizational, and program-specific) of regions for the funding that is provided. The associated measures/indicators are used in assessing if regions met, or are progressing towards meeting, these expectations.

To demonstrate accountability and transparency to the public, these indicators are reported through this summary table in each region's annual report. For detailed indicator descriptions, please refer to the *Performance Management Accountability Indicators* document on the Saskatchewan Health website at www.health.gov.sk.ca/accountability/ .

PERFORMANCE MANAGEMENT SUMMARY
2007/2008

Indicator		RHA Value	Provincial Value	Range	Target
Organizational Effectiveness Indicators					
Quality					
Date of last CCHSA accreditation or when accreditation is scheduled *as of March 2008*		December 2007 *(next scheduled date December 2010)*	*not applicable*	*not applicable*	*to be determined*
Date when the RHA participated in the Institute for Safe Medication Practices (ISMP) Canada "Hospital Medication Safety Self-Assessment", or when participation is planned *as of March 2008*		July 2007 *(next planned participation date Summer 2010)*	*not applicable*	*not applicable*	*to be determined*
Number of client contacts with the Quality of Care Coordinator to raise a concern *2006/2007*		1,248	*not applicable*	*not applicable*	*not applicable*
Percentage of concerns raised with a Quality of Care Coordinator concluded within 30 days *2006/2007*		94%	86%	52% – 99%	*to be determined*
Workforce Planning					
Distribution of health system full time equivalents (FTEs) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	4,867.33	*not applicable*	*not applicable*	*not applicable*
	HSAS	692.17			
	OOS/OTHER[1]	1,032.87			
	SUN	2,037.62			
	RWDSU[2]	*not applicable*			
	Organization as a whole	8,629.99			
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	41.98	45.68	18.53 – 91.96	*to be determined*[3]
	HSAS	10.26	23.72	0.10 – 131.05	*to be determined*[3]
	OOS/OTHER[1]	3.11	3.41	0.21 – 13.02	*to be determined*[3]
	SUN	63.96	84.78	32.83 – 351.02	*to be determined*[3]
	RWDSU[2]	*not applicable*	*not applicable*	*not applicable*	*to be determined*[3]

Indicator		RHA Value	Provincial Value	Range	Target
	Organization as a whole	39.97	48.46	18.95 – 131.14	*to be determined*[3]
Worked hours as a percentage of total hours by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	77.6%	77.3%	73.3% – 80.2%	*to be determined*[3]
	HSAS	80.6%	79.9%	73.0% – 81.6%	*to be determined*[3]
	OOS/OTHER[1]	82.3%	81.8%	75.0% – 84.2%	*to be determined*[3]
	SUN	75.1%	74.0%	65.8% – 76.8%	*to be determined*[3]
	RWDSU[2]	*not applicable*	*not applicable*	*not applicable*	*to be determined*[3]
	Organization as a whole	77.8%	77.2%	72.5% – 79.9%	*to be determined*[3]
Number of sick leave hours per full time equivalent (FTE) by affiliation *2007/2008*	Provider Unions (CUPE, SEIU, SGEU)	92.24	89.48	70.26 – 108.76	*to be determined*[3]
	HSAS	66.62	68.08	50.61 – 108.78	*to be determined*[3]
	OOS/OTHER[1]	53.25	50.23	41.95 – 70.10	*to be determined*[3]
	SUN	94.79	89.48	52.15 – 94.79	*to be determined*[3]
	RWDSU[2]	*not applicable*	*not applicable*	*not applicable*	*to be determined*[3]
	Organization as a whole	86.12	84.35	65.01 – 100.96	*to be determined*[3]
Number of lost-time WCB claims per 100 full time equivalents (FTEs) *2007/2008*		7.13	7.12	0.00 – 9.02	*to be determined*[3]
Number of lost-time WCB days per 100 full time equivalents (FTEs) *2007/2008*		346.19	451.26	0.00 – 677.35	*to be determined*[3]
Percentage of employees self-identifying as Aboriginal *2005/2006*[4]		2.7%	*not available*	*not applicable*	*to be determined*
Financial					
Surplus (deficit)[30] *2007/2008*		($1,825,000)	*not applicable*	($3,782,174) – $5,674,918	$0
Surplus (deficit) as a percentage of actual operating expenditures[30] *2007/2008*		(0.2%)	*not applicable*	(2.6%) – 1.6%	0.0% – 0.5%
Working capital ratio (current ratio)[30] *2007/2008*		1.00	*not applicable*	0.31 – 1.80	*to be determined*

Indicator		RHA Value	Provincial Value	Range	Target
Number of days able to operate with working capital[30] *2007/2008*		(13.97)	*not applicable*	(62.32) – 39.28	*to be determined*
Cerebral Palsy and Spina Bifida Management					
Key activities undertaken by RHA to address public confidence reported *2007/2008* *[yes/no indicator]*	Q1	Yes	*not applicable*	*not applicable*	significant activity is expected annually, but need not be reflected quarterly
	Q2	Yes			
	Q3	Yes			
	Q4	Yes			
Program-Specific Indicators					
Province-Wide Services					
Number of patients as a percentage of agreed on target for magnetic resonance imaging (MRI) services[5] *2007/2008*		97.1%	93.6%	89.4% – 97.1%	100%
Number of exams as a percentage of agreed on target for magnetic resonance imaging (MRI) services[5] *2007/2008*		103.3%	97.8%	87.7% – 103.3%	100%
Number of actual hours of operation for magnetic resonance imaging (MRI) services[5] *2007/2008*		8,069	*not applicable*	*not applicable*	*to be determined*
Number of patients as a percentage of agreed on target for computed tomography (CT) services[6] *2007/2008*		92.0%	101.9%	92.0% – 155.6%	100%
Number of exams as a percentage of agreed on target for computed tomography (CT) services[6] *2007/2008*		75.8%	106.6%	75.8% – 139.2%	100%
Number of actual hours of operation for computed tomography (CT) services[6] *2007/2008*		11,252	*not applicable*	*not applicable*	*to be determined*
Number of patients as a percentage of agreed on target for bone mineral densitometry (BMD) services[5] *2007/2008*		81.5%	84.7%	81.5% – 88.7%	100%
Number of actual hours of operation for bone mineral densitometry (BMD) services[5] *2007/2008*		2,852	*not applicable*	*not applicable*	*to be determined*
Number of patient years of dialysis provided in the current fiscal year[7] *2007/2008*	Peritoneal	80.92	*not applicable*	*not applicable*	*to be determined*
	Hemodialysis	201.09			*to be determined*
	Total	282.01			*to be determined*

Indicator		RHA Value	Provincial Value	Range	Target
Current fiscal year's chronic kidney disease services levels as compared to previous fiscal year's levels[8] *As at December 31, 2007*	Number of chronic renal insufficiency patients	450	*not applicable*	*not applicable*	*to be determined*
	Number of peritoneal dialysis patients	90			
	Number of home unit chronic hemodialysis patients	191			
	Number of north/south chronic hemodialysis patients	268			
	Number of people living with a kidney transplant	413			
Average wait time for admission to Saskatchewan Hospital North Battleford (SHNB)[9] (in days) *2006/2007*		*not applicable*	*not applicable*	*not applicable*	*to be determined*
Length of stay efficiency of inpatient rehabilitation programs – Wascana Rehabilitation Centre and Saskatoon City Hospital[10] *2006/2007*	Stroke	0.7	*not applicable*	*not applicable*	*to be determined*
	Brain Dysfunction	0.8			
	Spinal Cord Dysfunction	0.5			
	Orthopaedic Conditions	0.7			
	Neurological Conditions	0.5			
	Amputation of Limb	0.5			
	Major Multiple Trauma	*not applicable*			
	Medically Complex	0.8			
	Debility	0.8			
	Cardiac	*not applicable*			
	Pulmonary	*not applicable*			
	Arthritis	*not applicable*			
	Pain Syndrome	*not applicable*			
	Other	0.7			
Alcohol and drug inpatient treatment completion rate per 100 admissions – Calder Centre[11] *2006/2007*	Child / Youth	74.1%	*not applicable*	*not applicable*	*to be determined*
	Adult	73.8%			
Total number of patients seen at Telehealth sites within the RHA *2007/2008*		61	*not applicable*	*not applicable*	*to be determined*

Indicator		RHA Value	Provincial Value	Range	Target
Total number of hours of professional health education via Telehealth *2007/2008*		325	*not applicable*	*not applicable*	*to be determined*
Total number of hours of public health education via Telehealth[31] *2007/2008*		85	*not applicable*	*not applicable*	*to be determined*
Total number of hours of professional health education events provided by the RHA via Telehealth *2007/2008*		252	*not applicable*	*not applicable*	*to be determined*
Total number of hours of public health education events provided by the RHA via Telehealth[31] *2007/2008*		–	*not applicable*	*not applicable*	*to be determined*
Acute Care					
Number and percentage of surgical cases on wait list that have already waited over 6 months[12] *2007/2008*	Number	5,527	*not applicable*	*not applicable*	*not applicable*
	Percentage	40.0%	39.9%	6.9% – 47.0%	*to be determined*
Number and percentage of surgical cases on wait list that have already waited over 12 months[12] *2007/2008*	Number	2,945	*not applicable*	*not applicable*	*not applicable*
	Percentage	21.3%	18.9%	0.0% – 23.1%	10%
Number and percentage of surgical cases on wait list that have already waited over 18 months[12] *2007/2008*	Number	1,619	*not applicable*	*not applicable*	*not applicable*
	Percentage	11.7%	9.2%	0.0% – 11.7%	0%
Percentage of Priority Level I, II, III and IV surgical cases completed within target time frames[12] *2007/2008*	Priority Level I within 3 weeks	57.7%	60.4%	47.4% – 95.4%	95%
	Priority Level II within 6 weeks	36.6%	44.0%	32.0% – 95.1%	90%
	Priority Level III within 3 months	59.8%	67.8%	48.6% – 99.1%	90%
	Priority Level IV within 12 months	83.4%	89.2%	83.4% – 100.0%	90%
Cumulative number of surgical cases performed as a percentage of target and variance from target[12] *2007/2008*	Percentage of target	98.5%	99.4%	92.2% – 114.6%	100%
	Variance from target	-506	*not applicable*	*not applicable*	*not applicable*
Institutional Supportive Care					
Prevalence of pressure sores: percentage of institutional supportive care residents with pressure sores[13] *as at the end of Q2 2007/2008*		–	–	–	*to be determined*

Indicator		RHA Value	Provincial Value	Range	Target
Case mix index for institutional supportive care facilities[13] *as at the end of Q2 2007/2008*		0.796	0.782	0.748 – 0.811	*to be determined*
Population Health Services					
Percentage of off reserve schools that are implementing healthy food / nutrition policies *as of September 1, 2007*		6.0	21.2	0.0 – 84.3	60% of schools by September 2011
Percentage of eligible population registered in SIMS and receiving recommended immunization at second birthday[14] *July 1, 2006 to June 30, 2007*	Diphtheria	68.3	69.8	53.3 – 85.7	*to be determined*
	Measles	68.9	69.5	53.3 – 82.1	
Influenza immunization rate per 100 population (age 65 years and over) *2006/2007*		62%	63%	52% – 70%	*to be determined*
Percentage of licensed or regulated facilities inspected each year (pursuant to *The Public Health Act, 1994*) *2007/2008*	FEE – Food Eating Establishment	89	*not applicable*	68 – 100	80% – 100%
	FPL – Food Processing (Licensed)	71	*not applicable*	50 – 100	
	LA – Licensed Accommodations	56	*not applicable*	46 – 100	
	SP – Swimming Pools	82	*not applicable*	55 – 100	
	Public Water Supplies	83	*not applicable*	43 – 100	
Percentage of facilities in compliance with *The Tobacco Control Act* in the category that includes: billiard halls / bingo establishments / bowling centres / casinos / restaurants / taverns[15] *2007/2008*		100.0%	96.7%	84.1% – 100.0%	90% compliance
Percentage of population (age 12 years and over) who are current (daily or occasional) smokers[15] *2005*[16]	Males	23.17	25.13	19.95 – 41.75	*to be determined*
	Females	23.67	23.30	16.36 – 32.31	
Number of new diabetes cases (incidence) and existing (old and new) diabetes cases (prevalence) per 1,000 population *2005/2006*	Incidence	4.3	5.4	1.3 – 7.3	*to be determined*
	Prevalence	53.4	62.0	17.3 – 81.4	

Indicator		RHA Value	Provincial Value	Range	Target
Percentage of increase in needle exchange rates over previous year[17] *2006/2007*		25.0%	11.2%	-42.2% – 170.6%	*to be determined*
Community Care Services					
Alcohol and drug outpatient treatment completion rate per 100 admissions *2006/2007*		61.9%	57.9%	34.7% – 73.9%	*to be determined*
Average wait time for admission to alcohol and drug outpatient services[18] (in days) *2007/2008*		8.7	*not applicable*	*not applicable*	*to be determined*
Primary Health Services					
Percentage of RHA population with geographic proximity to primary health care teams *March 2008*		24.40%	27.08%	9.33% – 100.00%	25% of SK residents by 2006, 100% by 2011
Number of discrete clients receiving primary health care services in the RHA *2007/2008*	Q1	12,318	*not applicable*	*not applicable*	*not applicable*
	Q2	11,354			
	Q3	10,995			
	Q4	13,722			
Number of persons receiving a service from HealthLine for the RHA *2007/2008*	Q1	8,625	*not applicable*	*not applicable*	*not applicable*
	Q2	9,402			
	Q3	9,059			
	Q4	8,837			
	Year as a whole	35,923			
Number of new (in development and established) and enhanced primary health care teams for the current year *2007/2008*	New teams in development	1	*not applicable*	*not applicable*	*not applicable*
	New teams established	1			
	Enhanced teams	0			
Emergency Response Services					
Percentage of calls where the maximum qualification of all personnel on the call was less than Emergency Medical Technician (EMT) *2006/2007*		0.02%	0.76%	0.00% – 10.10%	*to be determined*
Mental Health and Addiction Services					
Average daily census (ADC), occupancy rates, and average length of stay (ALOS) for mental health inpatient services[19] *2006/2007*	ADC	46	173	5 – 51	*to be determined*
	Occupancy rate	91.7%	75.7%	52.5% – 91.7%	*to be determined*
	ALOS	16.7	15.1	10.2 – 19.1	*to be determined*

Indicator		RHA Value	Provincial Value	Range	Target
Percentage of mental health inpatient separations where readmission occurred within 7 days[19] *2006/2007*		9.2%	4.9%	1.2% – 9.2%	*to be determined*
Alcohol and drug inpatient treatment completion rate per 100 admissions[20] *2006/2007*		74.0%	73.2%	55.1% – 77.6%	*to be determined*
Average wait time for admission to alcohol and drug inpatient services[18,21] (in days) *2007/2008*		*Adult* 14.3 *Youth* 2.8	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug detoxification services[18,22] (in days) *2007/2008*		0.1	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug stabilization services[18,23] (in days) *2007/2008*		0.7	*not applicable*	*not applicable*	*to be determined*
Average wait time for admission to alcohol and drug long term residential treatment services[18,24] (in days) *2007/2008*		*not applicable*	*not applicable*	*not applicable*	*to be determined*
Program Support Services					
Expenditures in program support funding pool as a percentage of total RHA operating expenditures[30] *2007/2008*		5.0%	*not applicable*	4.0% – 10.8%	12% for Mamawetan Churchill River and Keewatin Yatthé; 5% for all other RHAs
Health Status and Outcome Indicators					
Infant mortality rate per 1,000 live births[25] *2002-2004*		4.2	5.9	4.0 – 10.5	*to be determined*
Low birth weight rate per 100 live births[25] *2002-2004*		5.5	5.4	3.7 – 6.0	*to be determined*
High birth weight rate per 100 live births[25] *2002-2004*		14.0	15.7	12.9 – 31.1	*to be determined*
Potential years of life lost per 100,000 population (age 0 to 74 years)[15] *2001*[26]	Circulatory Diseases	887.0	951.5	817.9 – 1,208.9	*to be determined*
	All Malignant Neoplasms	1,339.4	1,483.1	1,126.0 – 1,706.8	
	All Respiratory Diseases	183.1	222.9	63.5 – 376.5	
	Unintentional Injuries	779.8	1,028.0	636.4 – 2,781.8	
	Suicide and Self-Inflicted Injuries	340.5	412.1	315.1 – 628.5	

Indicator		RHA Value	Provincial Value	Range	Target
Disability-free life expectancy (at birth)[15] *1996*[27]	Males	66.9	66.6	61.8 – 69.2	*to be determined*
	Females	69.6	70.0	63.2 – 72.5	
Disability-free life expectancy (at age 65 years)[15] *1996*[27]	Males	11.1	11.2	8.7 – 12.1	*to be determined*
	Females	12.5	12.7	8.4 – 13.2	
Life expectancy (at birth)[15] *2001*[28]	Males	76.7	76.2	72.1 – 78.2	*to be determined*
	Females	82.3	81.8	76.1 – 82.8	
Life expectancy (at age 65 years)[15] *2001*[28]	Males	16.9	16.9	15.6 – 18.0	*to be determined*
	Females	21.1	20.9	17.2 – 21.8	
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent[15] *2005*[16]		57.96	52.35	39.86 – 57.96	*to be determined*
Percentage of population (age 18 to 64 years) who are overweight or obese[15] *2005*[16]	Overweight (BMI 25.0-29.9)	30.63	32.52	30.53 – 36.12	*to be determined*
	Obese (BMI 30.0+)	16.88	20.03	16.88 – 24.19	
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive[15] *2005*[16]	Active / moderately active	50.41	48.62	38.60 – 53.35	*to be determined*
	Inactive	48.55	49.52	44.06 – 58.77	
Number of visits to a physician for a mental health reason *2006/2007*	General Practitioners	115,049	*not applicable*	*not applicable*	*not applicable*
	Psychiatrists	38,736			
Age-sex adjusted diabetes prevalence rate per 1,000 population[29] *2005/2006*		51.9	*not applicable*	44.3 – 101.7	*to be determined*
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2005/2006*	Males	7.2	10.6	7.2 – 17.7	*to be determined*
	Females	5.0	7.0	5.0 – 14.2	
Hospitalization rate due to falls per 1,000 population (age 65 years and over) *2005/2006*	Males	11.8	14.3	8.6 – 35.3	*to be determined*
	Females	22.3	26.4	21.7 – 39.9	

Notes:

Please refer to the document "Performance Management Accountability Indicators" for detailed indicator descriptions.

1 The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.

2 The RWDSU category is applicable to Regina Qu'Appelle only.

3 Benchmark development is still in progress for the workforce planning indicators. In the interim, it is suggested that the provincial value or that of the best performer be used as the target.

4 The most recent data for the "Percentage of employees self-identifying as Aboriginal" indicator is from 2005/2006, and is not available for Five Hills, Cypress, Heartland, Prairie North, the Saskatchewan Cancer Agency, or the province as a whole.

5 MRI and bone mineral densitometry indicators are applicable to Regina Qu'Appelle and Saskatoon only.

6 CT indicators are applicable to Cypress, Five Hills, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, Saskatoon, and Sunrise only.

7 Patient years of dialysis indicator is applicable to Cypress, Five Hills, Regina Qu'Appelle, Saskatoon, Kelsey Trail, Prairie North, Prince Albert Parkland, Sun Country, and Sunrise only.

8 Chronic kidney disease services indicator is applicable to Regina Qu'Appelle and Saskatoon only.

9 SHNB indicator is applicable to Prairie North only.

10 "Length of stay efficiency of inpatient rehabilitation programs" indicator is applicable to Regina Qu'Appelle (Wascana Rehabilitation Centre) and Saskatoon (Saskatoon City Hospital) only. The two facilities are not peers, in terms of their inpatient rehabilitation programs; therefore, their results should not be compared to each other.

11 "Alcohol and drug inpatient treatment completion rate – Calder Centre" is applicable to Saskatoon only.

12 The 2007/2008 target volume of surgeries to be performed by each RHA was negotiated between that RHA and Saskatchewan Health.

13 Due to the small number of institutional supportive care residents in Mamawetan Churchill River and Keewatin Yatthé, the case mix index and pressure sores indicators are not applicable to these regions. Please note that the methodology for both indicators is currently being revised, and that values may change from those previously reported.

14 The Saskatchewan Immunization Management System (SIMS) does not capture on-reserve immunizations.

15 Mamawetan Churchill River, Keewatin Yatthé and Athabasca Health Authority were grouped together as "Northern Health Regions" for this indicator.

16 The most recent Canadian Community Health Survey (CCHS) data is Cycle 3.1 (2005). Therefore, the results are the same as those reported for 2006/2007.

17 Needle exchange program indicators are applicable to Five Hills, Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon only.

18 Data collection through the Alcohol, Drug and Gambling Information System (ADGIS) started in April 2007. Implementation is ongoing, and system and data entry issues continue to be identified and resolved. Due to these issues, 2007-08 average wait times for some RHAs have been calculated using an average of quarterly results for 2007-08, rather than the annual average.

19 Mental health inpatient indicators are not applicable to Heartland, Keewatin Yatthé, Kelsey Trail, and Mamawetan Churchill River.

20 "Alcohol and drug inpatient treatment completion rate" is applicable to Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland, Regina Qu'Appelle, and Saskatoon only.

21 "Average wait time for admission to alcohol and drug inpatient services" is applicable to Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Prince Albert Parkland (youth services), Regina Qu'Appelle, and Saskatoon (both adult and youth services) only. 2007-08 results for Keewatin Yatthé and Regina Qu'Appelle are based on a very low number of cases, and therefore may not be reliable.

22 "Average wait time for admission to alcohol and drug detoxification services" is applicable to Five Hills, Keewatin Yatthé, Mamawetan Churchill River, Prairie North, Regina Qu'Appelle, and Saskatoon only. 2007-08 results for Keewatin Yatthé and Mamawetan Churchill River are based on a very low number of cases, and therefore may not be reliable.

23 "Average wait time for admission to alcohol and drug stabilization services" is applicable to Regina Qu'Appelle and Saskatoon only.

24 "Average wait time for admission to alcohol and drug long term residential treatment services" is applicable to Prairie North only.

25 Starting 2005/2006, the calculation methodology for the "Infant mortality rate", "Low birth weight rate" and "High birth weight rate" indicators changed from what was used previously. The time period also changed (three consecutive years, instead of five). Because these measures are calculated on a three-year basis, results are the same as those reported in 2005/2006 and 2006/2007.

26 Statistics Canada calculates this measure intermittently. The most recent is based on 2000 through 2002 death data and 2001 population estimates. Therefore, results are the same as those reported for 2005/2006 and 2006/2007.

27 Statistics Canada no longer calculates this measure (a similar measure, "Health Adjusted Life Expectancy (HALE)", exists but is not available at the regional level). Therefore, results are the same as those reported for 2004/2005 through 2006/2007.

28 Statistics Canada calculates this measure every 5 years, based on the latest census (2001). Therefore, results are the same as those reported for 2004/2005 through 2006/2007.

29 Starting 2005/2006, diabetes cases are determined using an enhanced version of the methodology (the prescription drug database is now used along with the hospital separations and physician services databases). Caution should be exercised if comparing results to those presented in the 2004/2005 summary. The age-sex adjusted rates were calculated using 1996 Statistics Canada Census populations for Saskatchewan by sex and ten-year age groups.

30 Values are based on data from final, unaudited financial statements.

31 For Regina Qu'Appelle and Saskatoon, the indicator "total number of hours of public health education via Telehealth" includes the hours of public health education events attended via Telehealth and the hours of public health education events provided by the region via Telehealth (the distinction between attended and provided was not made in the data collected for 2007/2008).

MANAGEMENT REPORT

July 29, 2008

SASKATOON HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Saskatoon Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgements. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Audit and Finance Committee. The Audit and Finance Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Audit and Finance Committee, approves the audited financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Audit and Finance Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

Maura Davies
Chief Executive Officer

Deborah Rhodes
Deborah Rhodes, C.A.
Vice President
Finance and Administration

KPMG

Financial Statements of

SASKATOON REGIONAL HEALTH AUTHORITY

Year ended March 31, 2008

KPMG LLP
Chartered Accountants
600 - 128 Fourth Avenue South
Saskatoon SK S7K 1M8

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AUDITORS' REPORT TO THE AUTHORITY MEMBERS

We have audited the statement of financial position of Saskatoon Regional Health Authority as at March 31, 2008 and the statements of operations and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our aud

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants

Saskatoon, Canada
April 30, 2008

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Financial Position
(in thousands of dollars)

March 31, 2008, with comparative figures for 2007

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2008	Total 2007 (note 11)
Assets					
Current assets:					
Cash and short-term investments (schedule 2)	$ 58,548	$ 32,341	$ 186	$ 91,075	$ 70,445
Accounts receivable:					
Saskatchewan Health	2,925	333	–	3,258	4,936
Other	17,593	889	–	18,482	15,518
Inventory	6,010	–	–	6,010	5,553
Prepaid expenses	1,632	–	–	1,632	1,437
	86,708	33,563	186	120,457	97,889
Capital assets (note 3)	–	197,722		197,722	200,691
	$ 86,708	$ 231,285	$ 186	$ 318,179	$ 298,580
Liabilities and Fund Balances					
Current liabilities:					
Accounts payable	$ 40,663	$ 4,914	$ –	$ 45,577	$ 44,173
Accrued salaries	20,700	–	–	20,700	15,056
Vacation payable	34,404	–	–	34,404	31,776
Long-term debt - current (note 6)	–	5,402	–	5,402	6,218
Deferred revenue (note 7)	14,559	–	–	14,559	10,018
	110,326	10,316	–	120,642	107,241
Long-term debt (note 6)	–	3,332		3,332	3,613
	110,326	13,648	–	123,974	110,854
Fund balances:					
Invested in capital assets	–	188,988	–	188,988	190,860
Externally restricted (schedule 3)	–	27,846	186	28,032	17,456
Internally restricted (schedule 4)	–	80	–	80	73
Unrestricted	(23,618)	723	–	(22,895)	(20,663)
	(23,618)	217,637	186	194,205	187,726
	$ 86,708	$ 231,285	$ 186	$ 318,179	$ 298,580

See accompanying notes to financial statements.

On behalf of the Board of Directors:

_____ Director

_____ Director

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Operations and Changes in Fund Balances
(in thousands of dollars)

Year ended March 31, 2008, with comparative figures for 2007

	Operating Fund			Restricted Funds			
	Budget 2008	2008	2007 (note 11)	Capital Fund 2008	Community Trust Fund 2008	Total 2008	Total 2007 (note 11)
Revenue:							
Saskatchewan Health	$ 657,399	$ 677,313	$ 627,979	$ 28,932	$ -	$ 28,932	$ 26,526
Other provincial	9,714	10,227	9,793	-	-	-	-
Federal government	645	726	646	-	-	-	-
Patient fees	9,776	10,318	10,023	-	-	-	-
Out of province (reciprocal)	6,223	6,294	6,088	-	-	-	-
Out of country	600	514	360	-	-	-	-
Donations	-	-	-	5,042	-	5,042	2,471
Investment	-	-	-	3,246	8	3,254	2,413
Ancillary	11,024	12,038	11,088	-	-	-	-
Recoveries	6,220	16,214	6,201	-	-	-	-
Other revenue	2,942	3,902	2,812	510	-	510	816
	704,543	737,546	674,990	37,730	8	37,738	32,226
Expenses:							
Province-wide acute care services	39,757	41,906	37,752	-	-	-	-
Acute care services	366,409	387,805	351,273	-	-	-	-
Physician compensation-acute	39,603	43,925	38,171	-	-	-	-
Supportive care services	113,901	115,524	107,499	-	-	-	-
Home based service-supportive care	24,795	25,238	23,779	-	-	-	-
Population health services	17,200	18,593	16,273	-	-	-	-
Community care services	26,216	27,960	24,779	-	-	-	-
Home based services - acute and palliative	4,316	4,376	4,233	-	-	-	-
Primary health care services	5,804	6,185	5,669	-	-	-	-
Emergency response services	6,110	6,610	5,964	-	-	-	-
Mental health services	6,354	6,613	6,098	-	-	-	-
Addictions services	1,660	1,732	1,609	-	-	-	-
Physician compensation - community services	2,001	1,890	1,745	-	-	-	-
Program support services	38,230	37,075	35,983	29,434	-	29,434	28,186
Special funded programs	6,572	5,897	6,327	-	-	-	-
Ancillary	5,615	8,042	6,312	-	-	-	-
Total expenses (schedule 1)	704,543	739,371	673,466	29,434	-	29,434	28,186
Excess (deficiency) of revenue over expenses	$ -	(1,825)	1,524	8,296	8	8,304	4,040
Fund balances, beginning of year		(21,385)	(22,370)	208,897	214	209,111	204,532
Interfund transfers		(408)	(539)	444	(36)	408	539
Fund balances, end of year		$ (23,618)	$ (21,385)	$ 217,637	$ 186	$ 217,823	$ 209,111

See accompanying notes to financial statements.

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Cash Flows
(in thousands of dollars)

Year ended March 31, 2008, with comparative figures for 2007

	Operating Fund		Restricted Funds			
	2008	2007 (note 11)	Capital Fund 2008	Community Trust Fund 2008	Total 2008	Total 2007 (note 11)
Cash provided by (used in):	Operating Activities		Financing and Investing Activities			
Excess (deficiency) of revenue over expenses	$ (1,825)	$ 1,524	$ 8,296	$ 8	$ 8,304	$ 4,040
Net change in non-cash working capital (note 8)	10,367	9,387	1,912	-	1,912	(1,028)
Amortization of capital assets	-	-	27,834	-	27,834	27,182
	8,542	10,911	38,042	8	38,050	30,194
Purchase of capital assets						
Building/construction	-	-	(8,697)	-	(8,697)	(7,707)
Equipment	-	-	(16,168)	-	(16,168)	(10,363)
	-	-	(24,865)	-	(24,865)	(18,070)
Repayment of long-term debt	-	-	(1,097)	-	(1,097)	(2,418)
Net increase in cash and short-term investments during the year	8,542	10,911	12,080	8	12,088	9,706
Cash and short term investments, beginning of year	50,414	40,042	19,817	214	20,031	9,786
Interfund transfers	(408)	(539)	444	(36)	408	539
Cash and short term investments, end of year	$ 58,548	$ 50,414	$ 32,341	$ 186	$ 32,527	$ 20,031

See accompanying notes to financial statements.

1. Legislative authority:

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (the "Act"). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

The Saskatoon Regional Health Authority ("SRHA") was created by the Act. SRHA is responsible for the planning, organization, delivery and evaluation of health services it is to provide (The Act, Section 27) within the geographic area known as the Saskatoon Health Region.

The SRHA is a non-profit organization and is not subject to income and property taxes from the federal, provincial and municipal levels of government.

2. Significant accounting policies:

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) Transfer of operations:

The Act and regulations under the Act assign SRHA the responsibility to co-ordinate and deliver certain institutional and community based health services. On October 31, 2007, governance for St. Elizabeth's Hospital of Humboldt was transferred to SRHA and the official name changed to Humboldt District Hospital. On November 1, 2007 governance for George Bailey Counseling Centre was transferred to SRHA. The retrospective adjustment for the transfer of these operations is described in note 11.

(b) Health Care Organizations:

i) SRHA has entered into an joint service management partnership with one of its affiliates, St. Paul's Hospital (Grey Nuns) of Saskatoon ("St. Paul's"). By agreement, SRHA and St. Paul's were each given responsibility for the management of designated care groups and support services. As a result of this relationship, the financial statements of St. Paul's have been consolidated with the financial statements of SRHA. Transactions between SRHA and St. Paul's and inter-organization balances have been eliminated. The agreement with St. Paul's expires September 30, 2015.

2. Significant accounting policies - continued:

(b) Health Care Organizations - continued:

ii) In addition to St. Paul's, SRHA has entered into affiliation agreements with the following healthcare organizations:

Bethany Pioneer Village Inc.
Circle Drive Special Care Home Inc.
Duck Lake and District Nursing Home Inc.
Jubilee Residences Inc. (Stensrud Lodge)
Jubilee Residences Inc. (Porteous Lodge)
Lakeview Pioneer Lodge Inc.
Luther Care Communities (Lutheran Sunset Home)
Mennonite Nursing Home Inc.
Oliver Lodge
Saskatoon Convalescent Home
Sherbrooke Community Society Inc. (Central Haven Special Care Home)
Sherbrooke Community Society Inc. (Sherbrooke Community Centre)
Spruce Manor Special Care Home Inc.
St. Ann's Senior Citizens Village Corporation
St. Joseph's Home for the Aged
Strasbourg and District Health Centre
Sunnyside Adventist Care Centre
Warman Mennonite Special Care Home Inc.

SRHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the SRHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the SRHA financial statements. Note 10 b) i) provides supplementary information on the financial position, results of operations, and cash flows of these affiliates.

iii) The SRHA has agreements with and grants funding to the following community based organizations (CBOs) and third parties to provide health services:

Autism Treatment Services of Saskatchewan Inc.
Canadian Mental Health Association
Central Urban Metis Federation (1993) Inc.
Cosmopolitan Industries Ltd.
Communities for Children
Community Health Services (Saskatoon) Association Ltd.
Crocus Cooperative
Elmwood Residence Inc.
Humboldt and District Ambulance Service
Langham Senior Citizens Home
Lanigan and District Ambulance Association
M.D. Ambulance Care Ltd.
Midway Ambulance Care Ltd.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.
Quill Plains Ambulance Care Ltd.
Rosthern and District Ambulance
Saskatoon Council on Aging Inc.
Saskatoon Crisis Intervention Services, Inc.

2. Significant accounting policies - continued:

(b) Health Care Organizations - continued:

Saskatoon Housing Coalition, Inc.
Saskatoon Services for Seniors
Saskatoon Tribal Council Urban First Nation Services Inc.
Senior Sisters of Sion Residence
Shamrock Ambulance Care Inc.
Strasbourg Ambulance Service
Student Wellness Initiative Toward Community Health (SWITCH)
University of Saskatchewan Student Health Centre
Wakaw Ambulance Service
Wynyard and District Community Health Clinic Assoc. Ltd.

Note 10 b) iii) provides disclosure of funds granted to CBOs and third parties.

(c) Foundations:

The following Foundations raise funds exclusively for programs and equipment for facilities under the SRHA:

Royal University Hospital Foundation Inc.
Saskatoon City Hospital Foundation Inc.
St. Paul's Hospital Foundation Inc.
St. Elizabeth's Foundation, Inc.
Watrous Community Health Foundation Inc.
Last Mountain Pioneer Home Inc.
Rosthern Hospital Foundation Inc.

The Foundations are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act*.

These financial statements do not include the financial activities of the Foundations. Note 10 b) ii) describes the financial position and results of operations and cash flows of these Foundations.

(d) Fund accounting:

The accounts of SRHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of SRHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

2. Significant accounting policies - continued:

(d) Fund accounting - continued:

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of SRHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to SRHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in SRHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between SRHA and the health corporations.

(e) Revenue:

Unrestricted contributions are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recorded as deferred revenue and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

(f) Capital assets:

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Rate
Buildings	2.5% to 5%
Land improvements and leasehold improvements	5% to 10%
Equipment	10% to 33%

Donated capital assets are recorded at their fair value at the date of contribution if fair value can be reasonably determined.

2. Significant accounting policies - continued:

(g) Inventory:

Inventory consists of medical and surgical supplies, drugs, laboratory supplies, linen and other general supplies. All inventories are valued at the lower of cost, as determined on the weighted average basis, or net realizable value.

(h) Pensions:

Employees of SRHA participate in several multi-employer defined pension plans or a defined contribution plan. SRHA follows defined contribution plan accounting for its participation in the plans. Accordingly, SRHA expenses all contributions it is required to make in the year.

(i) Financial Instruments:

Effective April 1, 2007, SRHA adopted new accounting standards applicable to financial instruments. In accordance with the standards, SRHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length-transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of SRHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held-for-trading. Previously investments were recorded at amortized cost. The impact on transition of this change in accounting was nominal. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discounted and issue costs are included in the carrying value of the long term debt and are amortized into interest expense using the effective interest rate method.

2. Significant accounting policies - continued:

(i) Financial Instruments – continued:

SRHA selected January 1, 2003 as the transition date for the identification and recognition of embedded derivatives. Accordingly, only contracts or financial instruments entered into or modified after the transition date were reviewed for embedded derivatives. As at March 31, 2008, SRHA does not have any outstanding contracts or financial instruments with embedded derivatives.

SRHA is exposed to financial risks as a result of its financial instruments. The primary risks SRHA may be exposed to are:

- Price risks which includes: Currency risk - affected by changes in foreign exchange rates; Interest rate risk - affected by changes in market interest rates; and Market risk - affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument or the issuer or factors affecting all instruments traded in the market.

- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitment associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.

- Cash flow risk is the risk that future cash flow associated with a monetary financial instrument will fluctuate in amount.

SRHA has policies and procedures in place to mitigate these risks.

(j) Replacement reserves

The SRHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in theses reserve balances during the year.

(k) Measurement uncertainty:

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

3. Capital assets:

	Cost	Accumulated amortization	2008 Net book value	2007 Net book value (note 11)
Land	$ 1,083	$ –	$ 1,083	$ 1,083
Land improvements	2,273	2,260	13	17
Buildings	417,429	268,483	148,946	160,969
Furniture and equipment	267,423	233,162	34,261	30,726
Construction in progress	13,419	–	13,419	7,896
	$ 701,627	$ 503,905	$ 197,722	$ 200,691

4. Commitments:

a) Capital asset acquisitions

At March 31, 2008, commitments for the acquisition of capital assets were $50.2 million (2007 - $24.0 million). The Ministry of Health and the hospital foundations have promised to provide adequate funding to cover these commitments.

b) Saskatoon Square Limited Partnership

SRHA holds a 10% interest in the Saskatoon Square Limited Partnership. SRHA's share of earnings from the partnership, accounted for on the equity basis as capital income, was $131 thousand for the year ended March 31, 2008 (2007 - $97 thousand).

In addition to its interest in the partnership, SRHA has entered into a 10 year lease for office space for $250 thousand per year, plus operating costs, included in operating lease commitments below.

c) Operating leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2009	$ 2,946
2010	3,271
2011	3,271
2012	3,271
2013	3,271

5. Contingencies:

SRHA, along with others, is a defendant to several claims which have been brought against it over the years as a result of its medical operations. SRHA believes these claims are without merit or are covered by insurance. Settlements, if any, in excess of insurance coverage, would be accounted for as a charge against operations in the period in which settlements arise.

6. Long-term debt:

Title of Issue	Stated Interest Rate	Monthly Repayment Terms (not in thousands)	2008	2007
RUH Parkade Expansion, Saskatoon - RBC Banker's Acceptance	5.8%	Revolving credit facility renewable annually to June, 2013	$ 5,124	$ 5,955
Pleasant View Care Home, Wadena - CMHC mortgage	4.5%	$14,106 principal and interest of which $13,000 is subsidized by SHC for an effective interest rate of nil. Mortgage renewal date February 1, 2015, due date November 1, 2024	1,982	2,060
Sterling Building, Saskatoon - RBC Commercial Mortgage	5.2%	$19,177 principal and interest. Mortgage renewal March 1, 2010 and due date April 1, 2014	1,185	1,350
Puffer Special Care Home Corporation, Nokomis - CMHC mortgage	4.5%	$3,619 principal and interest of which $922 is subsidized by SHC for an effective interest rate of 2.1%. Mortgage renewal date February 1, 2015, due date November 1, 2021	443	466
			8,734	9,831
Less current portion			5,402	6,218
			$ 3,332	$ 3,613

SRHA has reduced its exposure to interest rate fluctuations by entering into an interest rate swap on the full amount of its revolving credit facility for the RUH Parkade expansion. The interest rate swap effectively fixes the interest rate on the debt at 5.8% until June, 2013.

The fair value of the interest rate swap is recorded on the statement of financial position with changes in fair value reflected as capital fund expense. At March 31, 2008, the market value loss on the interest rate swap was $277 thousand (2007 - $194 thousand).

6. Long-term debt (continued):

For each of the CMHC mortgages, the SRHA has pledged the related buildings as security. The Royal Bank loans are secured by general securities agreements and assignments of rents and leases. Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

Principal repayments required in each of the next five years and thereafter are estimated as follows:

2009	$ 5,402
2010	292
2011	307
2012	322
2013	338
Thereafter	2,073
	$ 8,734

7. Deferred revenue:

	Balance beginning of year	Less amount recognized	Add amount received	Balance end of year
Saskatchewan Health Initiatives:				
Acute	$ 2,254	$ 2,040	$ 3,604	$ 3,818
CHIPP (Telehealth)	31	30	–	1
Clinical education and training	241	53	–	188
Medical remuneration	1,265	–	–	1,265
Academic detailing	161	90	130	201
Community	2,229	11,264	12,804	3,769
Rural health initiatives	84	–	–	84
Supportive care	216	48	–	168
Program support	126	425	1,360	1,061
Workplace wellness	53	–	–	53
	6,660	13,950	17,898	10,608
Non-Saskatchewan Health Initiatives:				
Acute	1,544	1,140	1,053	1,457
ABI revenue	–	615	615	–
Community	520	915	1,495	1,100
Other	593	–	92	685
SGI fit capital	414	–	80	494
Program support	287	748	676	215
	3,358	3,418	4,011	3,951
	$ 10,018	$ 17,368	$ 21,909	$ 14,559

8. Net change in non-cash working capital:

	Operating Fund		Restricted Funds			
	2008	2007 (note 11)	Capital Fund 2008	Community Trust Fund 2008	Total 2008	Total 2007 (note 11)
Accounts receivable	$ (1,409)	$ 12,275	$ 123	$ –	$ 123	$ (380)
Inventory	(457)	104	–	–	–	–
Prepaid expenses	(195)	(27)	–	–	–	–
Accounts payable	(385)	9,214	1,789	–	1,789	(656)
Accrued salaries	5,644	(15,616)	–	–	–	–
Vacation payable	2,628	1,721	–	–	–	–
Deferred revenue	4,541	1,724	–	–	–	–
Interfund balance	–	(8)	–	–	–	8
	$ 10,367	$ 9,387	$ 1,912	$ –	$ 1,912	$ (1,028)

9. Trust accounts:

SRHA administers funds held in trust for clinical research and patients and residents using SRHA's facilities. Any significant funds are held in separate accounts for the trust funds SRHA administers. The total cash held in trust as at March 31, 2008 was $4.0 million (2007 - $4.4 million). These amounts are not reflected in the financial statements.

10. Related parties:

These financial statements include transactions with related parties. SRHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. SRHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, SRHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

10. Related parties - continued:

a) Related party transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

	2008	2007 (note 11)
Revenue:		
Saskatchewan Health	$ 706,245	$ 654,505
Saskatchewan Workers' Compensation Board	6,648	6,139
Other	5,760	4,846
Saskatchewan Cancer Foundation	4,523	4,075
Foundations	3,932	2,214
Saskatchewan Government Insurance	6,235	3,908
Corrections and Public Safety	–	189
Saskatchewan Housing Corporation	173	178
Saskatoon Square Limited Partnership	131	97
Saskatchewan Community Resources and Employment	36	40
Saskatchewan Arts Board	–	44
Public Trustee for Saskatchewan	25	25
	$ 733,708	$ 676,260
Expenses:		
Affiliated organizations	$ 63,521	$ 58,881
Saskatchewan Health Employee Pension Plan	23,236	21,591
Saskatchewan Association of Health Organizations	19,527	18,048
University of Saskatchewan	16,118	17,037
Saskatchewan Workers' Compensation Board	7,390	7,533
Community based organizations	5,857	5,437
SaskTel	2,631	2,680
Department of Finance	2,271	2,045
SaskEnergy	1,142	1,162
SaskPower	1,039	1,073
Other	698	351
Saskatoon Square Limited Partnership	431	498
Saskatchewan Housing Corporation	213	1,765
Saskatchewan Government Insurance	10	21
	$ 144,084	$ 138,122

10. Related parties - continued:

a) Related party transactions - continued:

		2008		2007
Accounts receivable:				
Saskatchewan Health	$	3,258	$	4,936
Other		4,038		4,811
Saskatchewan Cancer Foundation		1,445		1,412
Saskatchewan Government Insurance		2,469		134
	$	11,210	$	11,293
Prepaid expenses:				
Saskatchewan Association of Health Organizations	$	162	$	157
Other		13		15
University of Saskatchewan		99		–
	$	274	$	172
Accounts payable:				
Saskatchewan Workers' Compensation Board	$	1,986	$	2,432
Saskatchewan Association of Health Organizations		19		1,662
University of Saskatchewan		2,125		1,410
Other		1,114		1,016
	$	5,244	$	6,520

In addition, SRHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

10. Related parties - continued:

b) Health Care Organizations

i) Affiliates

The Act makes SRHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by SRHA. SRHA exercises significant influence over affiliates by virtue of its material inter-entity transactions. The following presentation discloses the amount of funds granted to each affiliate:

	2008	2007
Operating:		
Sherbrooke Community Society Inc. (Sherbrooke Community Centre)	$ 14,980	$ 13,569
Luther Care Communities (Lutheran Sunset Home)	6,452	6,112
Sunnyside Adventist Care Centre	3,955	3,707
Jubilee Residences Inc. (Porteous Lodge)	3,949	3,472
Jubilee Residences Inc. (Stensrud Lodge)	3,921	3,601
Oliver Lodge	3,911	3,720
Mennonite Nursing Home Inc.	3,327	3,202
St. Ann's Senior Citizens Village Corporation	3,247	3,019
Saskatoon Convalescent Home	3,208	2,870
St. Joseph's Home for the Aged	2,999	2,766
Circle Drive Special Care Home Inc.	2,503	2,408
Sherbrooke Community Society Inc. (Central Haven Special Care Home Inc.)	2,461	2,283
Lakeview Pioneer Lodge Inc.	2,132	2,004
Spruce Manor Special Care Home Inc.	1,674	1,523
Bethany Pioneer Village Inc.	1,668	1,593
Duck Lake and District Nursing Home Inc.	1,596	1,513
Warman Mennonite Special Care Home Inc.	1,281	1,164
Strasbourg and District Health Centre	202	197
	63,466	58,723
Capital	55	158
	$ 63,521	$ 58,881

10. Related parties - continued:

b) Health Care Organizations - continued:

i) Affiliates - continued

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2008 and 2007 and for the years then ended:

		2008		Restated 2007
Financial position:				
Current assets	$	12,282	$	9,798
Net capital assets		31,061		32,643
	$	43,343	$	42,441
Total liabilities	$	29,675	$	28,000
Fund balances		13,668		14,441
	$	43,343	$	42,441
Results of operations:				
SRHA grant	$	63,521	$	58,881
Other revenue		21,399		21,756
		84,920		80,637
Salaries and benefits		72,146		67,462
Other expenses		13,547		12,885
		85,693		80,347
Excess of revenue over expenses	$	(773)	$	290

Other expenses include amortization of $2.1 million (2007 - $2.1 million).

Cash flows:				
Cash from operations	$	3,452	$	2,952
Cash used in financing activities		(522)		(1,489)
Cash used in investing activities		(1,410)		(1,710)
Increase (decrease) in cash	$	1,520	$	(247)

Cash used in investing activities includes capital purchases of $0.8 million (2007 - $1.7 million).

10. Related parties - continued:

b) Health Care Organizations - continued:

ii) Fundraising foundations

During the year, foundations provided funding of approximately $3.9 million (2007 - $2.2 million) for programs and capital acquisitions reported in donation and ancillary revenue.

In addition, the foundations provided education and research funding to employees of SRHA of $1.7 million (2007 - $1.8 million) which is not reflected in these financial statements.

The following represents the financial position, results of operations and cash flows for the foundations which have not been consolidated in these financial statements:

		2008		2007
Financial position:				
Assets	$	33,088	$	29,431
Liabilities		1,678		1,226
Fund balances		31,410		28,205
	$	33,088	$	29,431
Results of operations:				
Revenue	$	12,132	$	10,209
Expenses		(8,927)		(6,338)
Excess of revenue over expenses	$	3,205	$	3,871
Cash provided by (used in):				
Operations	$	3,585	$	3,290
Financing and investing activities		(1,565)		(2,403)
Increase (decrease) in cash	$	2,020	$	887

10. Related parties - continued:

b) Health Care Organizations - continued:

iii) Community Based Organizations and Third Parties

SRHA has also entered into agreements with CBOs and third parties to provide health services. These organizations receive operating funding from the SRHA on a monthly basis in accordance with budget amounts approved annually. During the year, SRHA provided the following amounts to CBOs and third parties:

	2008	2007
M.D. Ambulance Care Ltd.	$ 3,701	$ 3,379
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	3,416	3,279
Saskatoon Housing Coalition, Inc.	706	720
Langham Senior Citizens Home	691	593
Humboldt and District Ambulance Service	503	459
Midway Ambulance Care Ltd.	385	349
Saskatoon Crisis Intervention Services, Inc.	352	338
Rosthern and District Ambulance	332	301
Wynyard and District Community Health Clinic Assoc. Ltd.	292	191
Strasbourg Ambulance Service	281	247
Community Health Services (Saskatoon) Association Ltd.	278	257
Shamrock Ambulance Care Inc.	277	245
Autism Treatment Services of Saskatchewan Inc.	273	116
Crocus Cooperative	260	238
Quill Plains Ambulance Care Ltd.	247	217
Wakaw Ambulance Service	235	210
Central Urban Metis Federation (1993) Inc.	207	–
Canadian Mental Health Association	159	153
Lanigan and District Ambulance Association	142	136
University of Saskatchewan Student Health Centre	114	94
Elmwood Residence Inc.	89	88
Saskatoon Tribal Council Urban First Nation Services Inc.	80	80
Cosmopolitan Industries Ltd.	60	60
Senior Sisters of Sion Residence	50	50
Student Wellness Initiative Toward Community Health (SWITCH)	50	30
Saskatoon Services for Seniors	25	25
Saskatoon Council on Aging Inc.	25	20
Communities for Children	15	12
	$ 13,245	$ 11,887

11. Comparative Information

As described in Note 2a), the operations of St. Elizabeth's Hospital of Humboldt and George Bailey Counseling Centre were transferred to SRHA during the year. The financial statements of the transferred organizations have been aggregated with those of SRHA on a retrospective basis. As a result, the 2007 comparative figures are adjusted as follows:

	2007 As Previously Recorded	Retrospective Adjustment	2007 As Adjusted
Assets	$ 294,579	$ 4,001	$ 298,580
Liabilities	110,089	765	110,854
Fund balances, beginning of year			
Operating fund	(22,470)	100	(22,370)
Restricted fund	201,298	3,234	204,532
Fund balances, end of year			
Operating fund	(21,425)	40	(21,385)
Restricted fund	205,915	3,196	209,111
Operating fund			
Revenues	674,605	385	674,990
Expenses	673,191	275	673,466
Excess of revenue over expenses	1,414	110	1,524
Restricted funds			
Revenues	32,218	8	32,226
Expenses	27,970	216	28,186
Excess of revenue over expenses	4,248	(208)	4,040

12. Pension plans:

Employees of SRHA participate in one of three pension plans.

- Saskatchewan Healthcare Employees' Pension Plan ("SHEPP") - plan is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations ("SAHO"), a related party, and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors.)

- Public Service Superannuation Plan, a related party - plan is a defined benefit plan and is the responsibility of the Province of Saskatchewan.

- Public Employees' Pension Plan, a related party - plan is a defined contribution plan and is the responsibility of the Province of Saskatchewan

12. Pension plans (continued):

The SRHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to $23.2 million (2007 - $21.6 million) and is included in benefits in Schedule 1.

Contribution rates are as follows:

- 6.55% (2007 – 6.55%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP), plus
- 8.2% (2007 – 8.2%) of pensionable earnings above the yearly maximum pensionable earnings (CPP).

13. Budget:

Following acceptance by Saskatchewan Health, SRHA approved the 2007-2008 budget plan on May 23, 2007. The budget approved for 2008 does not include the transferred operations of Humboldt District Hospital and George Bailey Counseling Centre.

14. Financial instruments:

Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

Credit risk

SRHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of SRHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Worker's Compensation Board, health insurance companies or other provinces. Therefore, the credit risk is minimal.

Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
    - Accounts receivable
    - Accounts payable
    - Accrued salaries and vacation payable

14. Financial instruments (continued):

- Cash and short-term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.

- The fair value of long-term debt before the repayment required within one year, is $7.2 million (2007 - $7.9 million) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Operating line of credit

SRHA has a line of credit limit of $4.0 million with an interest charged at prime less 0.5% which is re-negotiated annually. The line of credit is secured by a general security agreement signed by the Authority. Total interest paid on the line of credit in 2008 was $37 thousand (2007 - $12 thousand). This line of credit was approved by the Saskatchewan Minister of Health.

15. Volunteer services:

The operations of the SRHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

16. Community trust funds:

During the year, community trust funds generated investment income of $8 thousand.

17. Joint job evaluation reconsiderations:

The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers filed appeals, the Reconsideration Committee completed recommendations on these appeals, and major disputes were heard before the JJE Dispute Resolution Tribunal (Tribunal). There still remains a number of individual "outstanding bundling issues" that consist of recommendations by the Reconsideration Committee that were not agreed to by the Steering Committee. Outcomes of the Tribunal resulted in further "bundling issues" regarding additional classifications created and revised duties of existing classifications. A process to deal with these additional "bundling issues" is being negotiated between respective unions and SAHO, and is expected to extend well into 2008.

A financial obligation to pay reconsideration costs occurs once the Steering Committee and the Reconsideration Committee reach a consensus. The results of outstanding bundling issues are currently unknown. The costs of these cannot be reasonable determined at this time.

Schedule 1

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Expenses by Object
(in thousands of dollars)

Year ended March 31, 2008, with comparative figures for 2007

	Budget 2008	2008	2007 (note 11)
Operating:			
Board costs	$ 149	$ 129	$ 213
Compensation - benefits	68,248	71,362	65,655
Compensation – salaries	366,088	395,879	360,300
Diagnostic imaging supplies	2,333	2,290	2,286
Drugs	19,075	19,571	18,093
Food	6,087	6,293	5,847
Grants to ambulance services	5,793	6,103	5,543
Grants to third parties	77,407	70,608	65,067
Housekeeping and laundry supplies	3,988	4,048	4,203
Information technology contracts	1,236	1,284	1,063
Insurance	1,550	1,489	1,384
Interest	120	369	91
Laboratory supplies	6,240	6,749	6,253
Medical and surgical supplies	29,572	31,108	28,658
Medical remuneration and benefits	42,862	46,757	40,586
Office supplies and other office costs	2,256	2,533	2,874
Other	9,405	5,560	5,155
Other referred out services	3,411	5,531	3,447
Professional fees	1,888	2,291	2,052
Prosthetics	13,795	12,760	12,071
Purchased services	8,695	8,840	7,813
Rent/lease/purchases	7,329	9,323	8,304
Repairs and maintenance	3,945	5,052	4,488
Service contracts	5,263	5,425	4,523
Travel expense	4,765	5,127	5,092
Utilities	13,043	12,890	12,395
	704,543	739,371	673,466
Restricted:			
Amortization		27,834	27,182
Other		1,108	257
Mortgage interest		492	747
		29,434	28,186
		$ 768,805	$ 701,652

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments
(in thousands of dollars)

Year ended March 31, 2008

	Amount	Maturity	Effective Rate
Restricted cash and short-term investments:			
Chequing and savings:			
Royal Bank of Canada - Saskatoon	$ 29,563		
Other	97		
	29,660		
GIC's and term deposits:			
BMO Nesbitt Burns – AGF Trust Company	104	June 30, 2008	4.66%
BMO Nesbitt Burns - National Bank of Canada	104	June 30, 2008	4.60%
BMO Nesbitt Burns – HSBC	104	June 30, 2008	4.55%
RBC Dominion Securities – TD Mortgage Corp.	101	February 21, 2012	4.50%
RBC Dominion Securities – HSBC	100	February 22, 2011	4.20%
RBC Dominion Securities – Bank of Nova Scotia	100	February 20, 2010	4.05%
RBC Dominion Securities, ICIC Bank	100	February 20, 2009	4.01%
Scotia McLeod – B2B Trust	100	April 2, 2012	4.20%
BMO Nesbitt Burns – Home Trust Company	90	May 20, 2008	4.36%
BMO Nesbitt Burns – Citizens Bank	90	May 20, 2008	4.32%
BMO Nesbitt Burns – Canadian Western Bank	90	May 20, 2008	4.30%
RBC Dominion Securities – Montreal Trust	57	February 20, 2013	4.60%
Scotia McLeod – Bank of Nova Scotia	50	April 2, 2012	4.15%
Credential Securities – Coast Capital	36	February 11, 2009	4.00%
Credential Securities – Coast Capital	15	February 8, 2009	4.00%
	1,241		
Bonds and notes:			
RBC Dominion Securities – Province of Newfoundland	650	October 17, 2009	4.64%
RBC Dominion Securities – Quebec	443	December 1, 2008	3.82%
RBC Dominion Securities – Saskatchewan Savings Bonds Series 16	205	July 15, 2012	4.20%
RBC Dominion Securities – Royal Bank of Canada Global Equity Index Linked Notes	189	December 3, 2008	
BMO Nesbitt Burns – Government of Canada	53	June 1, 2012	5.25%
BMO Nesbitt Burns – Government of Canada	36	June 1, 2014	5.00%
BMO Nesbitt Burns – Province of Ontario	27	June 2, 2020	4.85%
RBC Dominion Securities – Ontario Hydro	23	October 15, 2008	3.30%
	1,626		
Total restricted cash and short-term investments	$ 32,527		
Unrestricted cash and short-term investments:			
Chequing and savings:			
Royal Bank of Canada, Saskatoon	$ 12,461		
CIBC, Humboldt	10,208		
Advantage Credit Union, Watson	6,363		
CIBC, Rosthern	1,457		
Conexus Credit Union, Humboldt	1,221		
Concentra Financial, Saskatoon	1,016		
Other	1,148		
	33,874		
GIC's and term deposits:			
HSBC Bank Canada – Saskatoon	1,089	April 4, 2008	3.90%
HSBC Bank Canada – Saskatoon	1,089	April 4, 2008	3.90%
HSBC Bank Canada – Saskatoon	1,089	April 4, 2008	3.90%
Concentra Financial – Saskatoon	1,010	January 15, 2009	4.66%
Concentra Financial – Saskatoon	1,010	January 15, 2009	4.66%
Concentra Financial – Saskatoon	1,010	January 15, 2009	4.66%
Concentra Financial – Saskatoon	1,010	January 15, 2009	4.66%

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments – continued
(in thousands of dollars)

Year ended March 31, 2008

	Amount	Maturity	Effective Rate
GIC's and term deposits - continued:			
Concentra Financial – Saskatoon	1,000	March 6, 2009	3.84%
Concentra Financial – Saskatoon	1,000	March 6, 2009	3.84%
Concentra Financial – Saskatoon	500	March 6, 2009	3.84%
CIBC, Humboldt	202	September 19, 2008	2.05%
RBC, Prime-Linked Cashable	111	February 20, 2009	3.25%
Scotia McLeod – HSBC Band	100	February 22, 2011	4.30%
Scotia McLeod – HSBC Bank	98	August 4, 2009	4.85%
Scotia McLeod – Canadian Western Bank	98	August 4, 2009	4.80%
Scotia McLeod – AGF Trust	62	March 12, 2012	4.21%
Scotia McLeod – Pacific & Western Bank of Canada	57	October 3, 2008	4.60%
Scotia McLeod – B2B Trust	42	April 2, 2012	4.20%
Conexus Credit Union, Strasbourg	33	June 30, 2008	3.60%
Affinity Credit Union, Nokomis	11	April 25, 2008	1.50%
Affinity Credit Union, Nokomis	4	April 7, 2008	1.60%
	10,625		
Bonds and notes:			
BMO Nesbitt Burns – CIBC	1,995	September 9, 2015	3.75%
CIBC Wood Gundy – Alberta Treasury Branches	1,669	June 1, 2011	4.15%
CIBC Wood Gundy – Province of Ontario	1,653	November 19, 2009	4.10%
Scotia McLeod – Bank of Nova Scotia	1,023	November 19, 2008	4.52%
Scotia McLeod – CIBC	1,018	September 2, 2010	4.95%
Scotia McLeod – Bank of Montreal	1,006	March 31, 2009	4.66%
CIBC Wood Gundy – Canada Housing Trust	834	December 15, 2008	4.00%
BMO Nesbitt Burns – Bank of Nova Scotia	548	October 30, 2013	4.56%
BMO Nesbitt Burns – Morgan Stanley	542	February 23, 2012	4.50%
BMO Nesbitt Burns – HSBC Financial Corp.	539	May 3, 2010	4.00%
BMO Nesbitt Burns – CIBC Step Up	530	September 1, 2008	4.30%
Scotia McLeod – Saskatchewan Saving Bond Series 16	411	July 15, 2012	4.20%
Scotia McLeod – Bank of Nova Scotia	322	January 8, 2010	4.93%
Scotia McLeod – Bank of Montreal Fixed Rate Notes	315	September 4, 2009	4.30%
CIBC Wood Gundy – Province of Ontario	229	June 2, 2008	4.35%
CIBC Wood Gundy – Province of Saskatchewan	224	October 10, 2011	4.45%
CIBC Wood Gundy – Province of Ontario	220	December 2, 2012	4.21%
CIBC Wood Gundy – Saskatchewan	207	January 18, 2010	3.31%
BMO Nesbitt Burns – Bank of Montreal	179	April 7, 2008	4.20%
BMO Nesbitt Burns – Province of Manitoba	104	May 20, 2008	4.10%
BMO Nesbitt Burns – Province of Ontario	93	September 26, 2008	3.85%
BMO Nesbitt Burns – Bank of Montreal	77	June 21, 2008	4.15%
BMO Nesbitt Burns – Canada Housing Trust	45	March 15, 2010	3.75%
Scotia McLeod – Government of Canada	43	June 1, 2012	5.25%
BMO Nesbitt Burns – CIBC Step-Up	40	September 1, 2008	4.30%
BMO Nesbitt Burns – RBC Capital Trust	31	December 31, 2015	4.87%
BMO Nesbitt Burns – CIBC	30	August 2, 2008	3.90%
BMO Nesbitt Burns – GE Capital	19	June 6, 2013	5.15%
BMO Nesbitt Burns – National Bank of Canada	17	November 2, 2015	4.70%
BMO Nesbitt Burns – Bank of Nova Scotia	15	May 12, 2014	5.75%
BMO Nesbitt Burns – Toronto Dominion Bank	15	December 18, 2017	5.76%
BMO Nesbitt Burns – CIBC	14	January 23, 2014	4.95%
BMO Nesbitt Burns – Government of Canada	13	June 1, 2009	5.50%
	14,020		
Equity, shares, dividends:			
Co-op and Credit Union equity	29		
Total unrestricted cash and short-term investments	$ 58,548		
Total restricted and unrestricted cash and short-term investments	$ 91,075		

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Externally Restricted Funds
(in thousands of dollars)

Year ended March 31, 2008

Community Trust Fund Equity

Trust name	Balance beginning of year	Investment income	Donations	Expenses	Transfers	Balance end of year
Rosthern Home Care Trust	$ 63	$ 3	$ –	$ –	$ –	$ 66
Central Parkland Lodge	31	1	–	–	(1)	31
Last Mountain Pioneer Home	17	1	–	–	–	18
Nokomis Health Centre – clinic	9	1	–	–	–	10
Nokomis Health Centre – physician	42	2	–	–	–	44
Lanigan Hospital – general	17	–	–	–	(17)	–
Lanigan Hospital – link	18	–	–	–	(18)	–
Living Sky Home Care Trust	17	–	–	–	–	17
	$ 214	$ 8	$ –	$ –	$ (36)	$ 186

Capital Fund

	Balance beginning of year (note 11)	Investment and other income	Capital grant funding	Expenses	Interfund transfers	Balance end of year
MRI relocation	$ 10,040	$ –	$ –	$ –	$ (807)	$ 9,233
Diagnostic imaging equipment	2,929	–	1,801	–	(2,691)	2,039
Project Hope	3,073	–	(3,073)	–	–	–
Humboldt Hospital	2,665	–	–	–	–	2,665
Calder Centre renovations	–	–	2,200	–	–	2,200
Safety and surgical equipment	–	–	4,715	–	(654)	4,061
CT scanner – Saskatoon City Hospital	–	–	1,600	–	–	1,600
Fire alarm replacement – St. Paul's	–	–	1,353	–	–	1,353
Federal patient wait time guarantee	–	–	4,200	–	–	4,200
Other	(1,465)	8,798	16,136	(1,600)	(21,374)	495
	$ 17,242	$ 8,798	$ 28,932	$ (1,600)	$ (25,526)	$ 27,846

Schedule 4

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Internally Restricted Fund Balances
(in thousands of dollars)

Year ended March 31, 2008, with comparative figures for 2007

	Balance, beginning of year	Investment income allocated	Transfer from Unrestricted Fund Annual Allocation	Transfer to Unrestricted Fund Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, end of year
Pleasant View Care Home	$ 73	$ 3	$ 4	$ –	$ –	$ 80
Total	$ 73	$ 3	$ 4	$ –	$ –	$ 80

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Board Remuneration, Benefits and Allowances

Year ended March 31, 2008, with comparative figures for 2007

Board members	Retainer	Per diems	Travel time expenses	Travel and sustenance expenses	Other expenses	CPP	Total 2008	Total 2007
Chairperson:								
Eberle, Darlene	$ 9,960	$ 14,887	$ 12,090	$ 3,691	$ 1,229	$ 1,351	$ 43,208	$ 50,672
Board Members:								
Ahenakew, Audrey		5,038	–	201	579	76	5,894	9,358
Block, Kelly		5,900	2,287	446	831	159	9,623	16,661
Braun, Eric		5,025	75	–	200	88	5,388	6,779
Finnie, Douglas		5,913	75	179	240	130	6,537	11,013
Gammel, Marjory		6,313	267	265	240	–	7,085	8,042
Larocque, Archie		5,638	50	224	200	94	6,206	9,029
Meinema, Paul		3,356	345	126	200	–	4,027	5,460
Raycroft, Karen		4,938	5,306	3,416	200	204	14,064	26,358
Teichrob, Carol		6,275	535	211	220	–	7,241	13,231
Thomson, Keith		3,825	81	–	240	10	4,156	6,756
Tokarski, Steven		913	1,283	202	140	5	2,543	4,718
Total	$ 9,960	$ 68,021	$ 22,394	$ 8,961	$ 4,519	$ 2,117	$ 115,972	$ 168,077

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

Year ended March 31, 2008, with comparative figures for 2007

	Salaries[1]	Benefits and allowances[2]	Severance	Total 2008	Salaries benefits and allowances	Total 2007
CEO						
President and CEO, Maura Davies	$ 300,439	$ 7,866	$ –	$ 308,305	$ 280,312	$ 280,312
CEO, St. Paul's Hospital, Brenda Fitzgerald [3]	181,955	6,066	–	188,021	196,685	196,685
Senior positions:						
Vice-President Acute Care:						
Jackie Mann, Vice-President Acute Care (effective April 10, 2007)	148,082	5,990	–	154,072	–	–
Dr. Femi Olatunbosun, Vice President Acute Care Physician Co-Leader (effective June 25, 2007)	72,000	–	–	72,000	–	–
Susan Bazylewski, Vice-President Hospital Services (ending September 5, 2006)	–	–	–	–	67,470	284,267
Lorna Clarke, Executive Director Acute Care (ending April 9, 2007)	3,376	–	–	3,376	101,238	101,238
Jackie Mann, Executive Director Acute Care (ending April 9, 2007)	3,100	–	–	3,100	98,645	98,645
	226,558	5,990	–	232,548	267,353	484,150
Chief Medical Health Officer, Dr. Cordell Neudorf	225,846	6,066	–	231,912	215,612	215,612
Vice-President Performance Excellence and Chief Nursing Officer, Jean Morrison	195,102	6,066	–	201,168	191,424	191,424
Vice-President Medical Affairs, Dr. David Poulin	195,597	5,121	–	200,718	–	–
Vice-President Finance and Administration, Deborah Rhodes	182,478	6,066	–	188,544	159,122	159,122
Vice-President Clinical and Operations Support, Sandra Blevins	178,216	6,066	–	184,282	153,447	153,447
Vice-President Community Services, Shan Landry	155,270	6,066	–	161,336	161,717	161,717

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance - continued

Year ended March 31, 2008, with comparative figures for 2007

	Salaries[1]	Benefits and allowances[2]	Severance	Total 2008	Salaries benefits and allowances	Total 2007
Vice-President Human Resources:						
Bonnie Blakley, Vice-President Human Resources (effective September 4, 2007)	90,593	3,484	–	94,077	–	–
Brian Morgan, Senior Vice-President Human Resources and Support Services (ending January 31, 2007)	–	–	–	–	169,877	345,455
Shelley Chirpilo, Interim Vice-President Human Resources (ending September 3, 2007)	56,824	22	–	56,846	56,191	56,191
	147,417	3,506	–	150,923	226,068	401,646
Vice-President Corporate and Public Affairs, Daryl Oshanek	131,964	6,066	–	138,030	119,796	119,796
Senior Medical Manager, Barry Maber (ending June 23, 2006)				–	98,410	318,953
Vice President Research and Innovation, Dr. Beth Horsburgh (effective July 1, 2007)	97,500	–	–	97,500	–	–
Vice-President Corporate Support, Donna Larson (ending Sept 5, 2006)	–	–	–	–	92,809	161,619
Interim Chief of Staff, Dr. Femi Olatunbosun (June 27, 2006 to June 24, 2007)	24,000	–	–	24,000	73,066	73,066
Vice-President Rural Health, Kelvin Fisher (ending Sept 5, 2006)	–	–	–	–	64,701	64,701
Total	$ 2,242,342	$ 64,945	$ –	$ 2,307,287	$ 2,300,522	$ 2,982,250

(1) Salaries include regular base pay, honoraria, sick leave, vacation leave, merit pay, lump sum payments and any other direct cash remuneration.
(2) Benefits and allowances include the employer's share of car allowance and Group Life Insurance that are taxable to the employee.
(3) This position is an employee of St. Paul's Hospital. St. Paul's Hospital is responsible for a number of care groups on behalf of the Saskatoon Regional Health Authority.